



<b>1979-1988</b>	<b>Professor, Department of Political Science, Georgia State University (tenure 1981); joint appointment in the Institute of Public Administration</b>
<b>1977-1979</b>	<b>Associate Professor, School of Public Administration, University of Southern California (tenure 1978)</b>
<b>1975-1977</b>	<b>Associate Professor, Department of Public Administration, Maxwell School, Syracuse University (tenure 1975)</b>
<b>1973-1975</b>	<b>Assistant Professor, Department of Public Administration, Maxwell School, Syracuse University</b>
<b>1971-1973</b>	<b>Assistant Professor, School of Public Administration, University of Southern California</b>
<b>1968-1971</b>	<b>Instructor, School of Public Administration, University of Southern California</b>

**Areas of Teaching Experience and Interest**

<b>Graduate Level:</b>	<b>Organization Theory and Administrative Thought; Introduction to Public Administration; Public Personnel Administration; Current Issues in Personnel Administration; Administrative Ethics; Doctoral Seminar on Foundations of Public Administration</b>
<b>Undergraduate:</b>	<b>Introduction to Public Administration; Public and Nonprofit Human Resource Administration</b>

**Primary Areas of Scholarly Research**

**Public Administration and American Political Thought; Administrative Ethics; Public Personnel Policy; Civil Service Reform; Administrative Theory; Work Place Violence**

**University and College Service (since 1975)**

<b>1999</b>	<b>Member, Provost's University Strategic Plan Faculty Committee</b>
<b>1999</b>	<b>SPS Co-Chair, GSU Faculty/Staff Giving Campaign</b>
<b>1998-99</b>	<b>Member, NonProfit Management Position Search Committee</b>
<b>1997-1998</b>	<b>Chair, SPS Faculty Affairs Committee</b>

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<b>1997-1998</b>	<b>Chair, PA/Policy Position Search Committee</b>
<b>1997-1998</b>	<b>Member, College of Education Faculty Search Committee, (Ed. Leadership)</b>
<b>1997</b>	<b>Chair, Department of Public Administration Third Year (Pre-tenure) Review Committee</b>
<b>1997</b>	<b>Member, College of Education Faculty Search Committee (Policy)</b>
<b>1997</b>	<b>Chair, Joint PhD Program Planning Committee</b>
<b>1997</b>	<b>Member Arts and Sciences/School of Policy Studies Joint Appointments Search Committee</b>
<b>1995-Present</b>	<b>Member, Provost's Committee on Evaluation of Non-Academic University Units</b>
<b>1994-1995</b>	<b>Associate Dean, College of Public and Urban Affairs, Georgia State University</b>
<b>1993</b>	<b>Member, University Distinguished Alumni Professor Award Selection Committee</b>
<b>1991-1994</b>	<b>Chair, College of Public and Urban Affairs Promotion and Tenure Committee</b>
<b>1990-1993</b>	<b>Chair, Director Search Committee, School of Public Administration and Urban Studies, College of Public and Urban Affairs, Georgia State University</b>
<b>1991-1992</b>	<b>Member, Governor's Commission on Effectiveness and Economy in Government, State of Georgia</b>
<b>1991-1992</b>	<b>Member, CPUA Dean Search Committee, GSU</b>
<b>1990-1991</b>	<b>Member, College Promotion and Tenure Committee, College of Public and Urban Affairs, Georgia State University</b>
<b>1989-1990</b>	<b>Acting Director of Research, College of Public and Urban Affairs, Georgia State University</b>
<b>1989-1990</b>	<b>Acting Director, Center for Urban Policy Research, College of Public and Urban Affairs, Georgia State University</b>

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<b>1989-1990</b>	<b>Member, College Curriculum Committee, College of Public and Urban Affairs, Georgia State University</b>
<b>1988-1990</b>	<b>Member, Executive Committee, College of Public and Urban Affairs, Georgia State University</b>
<b>1986-1987</b>	<b>Member, Curriculum Committee, College of Public and Urban Affairs, Georgia State University</b>
<b>1985-1986</b>	<b>Chair, Faculty Search Committee, Institute of Public Administration, College of Public and Urban Affairs, Georgia State University</b>
<b>1984-1985</b>	<b>Interim Director, Institute of Public Administration, College of Public and Urban Affairs, Georgia State University</b>
<b>1985-1986</b>	<b>Member, Graduate Committee, Department of Political Science, Georgia State University</b>
<b>1981-1984</b>	<b>Member, Executive Committee, Department of Political Science, Georgia State University</b>
<b>1978-1979</b>	<b>Chair, Personnel and Administrative Theory Field Committees, School of Public Administration, University of Southern California</b>
<b>1978-1979</b>	<b>Member, Administration Task Force on Staff Compensation, University of Southern California</b>
<b>1974-1975</b>	<b>Senior Fulbright Lecturer and Maxwell School representative to the University of Madrid, Spain</b>

### **Professional Service (since 1975)**

#### **Editorial Boards and Reviewer Service:**

**2000 Editorial Board**      **Public Administration Review**

**2000 Editorial Board**      **Public Organization Review**

**1999 Editorial Board**      **Policy Studies Review**

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1998-	Ad hoc Reviewer, <u>Public Integrity Annual</u>
1998-	Ad hoc Reviewer, <u>Policy Studies Review</u>
1997-	Ad hoc Reviewer, <u>The American Review of Public Administration</u>
1993-Present	Editorial Board, <u>Review of Public Personnel Administration</u>
1988-Present	Ad Hoc Reviewer, <u>Administration and Society</u>
1987-Present	Ad Hoc Reviewer, <u>Public Administration Review</u>
1985-Present	Ad Hoc Reviewer, <u>State and Local Government Review</u>
1984-1987	Editorial Board, <u>Public Administration Review</u>
1980-1984	Ad Hoc Reviewer, <u>Public Administration Review</u>
1980-1983	Editorial Board, <u>Annals of Public Administration: Personnel and Labor Relations</u>
1979-Present	Editorial Board, <u>International Journal of Public Administration</u>

### Professional Society Activities

2000	Member, Executive Committee, Section on Personnel Administration and Labor Relations, ASPA
2000	Chair, Marshall Dimock PAR Award Selection Committee
1993	Member, ASPA 1993 Charles H. Levine Excellence in Public Administration Award Selection Committee
1990-1992	Publications Committee, American Society for Public Administration
1985-1986	Chair, Dimock <u>Public Administration Review</u> Publication Award Committee

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**1979-1980**                      **Chair, Section on Public Administration  
Education, American Society for Public  
Administration**

### **Conference Panels Convened**

**2000**                      **Managing Today's Workforce, National Conference of the American  
Society for Public Administration, San Diego, CA (April)**

**1999**                      **The Governance Process, Fifth Annual National Public Management  
Conference, George Bush Presidential Conference Center, Texas A&M  
University, December (Panel Chair).**

**1998**                      **Oversight and Supervision in the Federal Government, Southern  
Political Science Association, Atlanta (Replacing J. Edward Kellough as  
convenor, and also serving as discussant)**

**1996**                      **Violence in the Workplace, SECOPA - ASPA  
Miami, FL.**

**1994**                      **Violence in the Workplace, SECOPA - ASPA  
Lexington, KY.**

**1989**                      **Management Development in the Public Sector,  
SECOPA, Jackson, Miss.**

**1983**                      **Not-for-Profit Organizations, SECOPA,  
Tallahassee, Florida**

**1982**                      **Research on Public Personnel Reforms, SECOPA,  
Louisville, Kentucky**

**1978**                      **Federal Personnel Reforms, Western Region, ASPA,  
San Diego, California**

**1977**                      **Public Sector Collective Bargaining, Eastern  
Region, ASPA, Newark, New Jersey**

### **Invited Presentations**

**2000**                      **Report on the findings of a survey of state employees on GeorgiaGain  
And Act 816 to the Georgia Merit System and GeorgiaGain Advisory  
Committee (with Professor J. Edward Kellough)**

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- 1999**                    **Status Report on Performance Appraisals and Pay-for-Performance in US Governments. Presentation to Georgia State Senate Subcommittee On Government Operations (November 8).**
- 1999**                    **Status Report on Performance Appraisals and Pay-for-Performance in US Governments. Presentation to Georgia State Assembly's Subcommittee On Government Operations (October 20).**
- 1993-4**                **Ethical Decision Making, Workshop Developed and Presented for State of Georgia, Department of Family and Children Services. With William D. Richardson**
- 1992**                    **Bureaucratic Reform, South Carolina Executive Institute, Columbia, SC**
- 1991**                    **Managing Diversity, ICMA/Georgia State Council for Personnel Administration**
- 1988**                    **Human Resources Management Policies and Related Issues, Georgia State Council for Personnel Administration**
- 1982**                    **Role of the Public Administrator, Atlanta University Public Administration Student Association**
- 1980**                    **Cutback Management, Annual Conference of State Health Laboratory Directors, Centers for Disease Control, Atlanta**

### **Consulting Activities**

- 1999-2000**            **Evaluation of Civil Service Reforms, Office of the Commissioner, State of Georgia Merit System**
- 1987**                    **Advisory Committee on Organization and Administration of the Fulton County (GA) Department of Voter Registration and Elections**
- 1984-1985**            **U.S. Internal Revenue Service, Human Resources Management Programs and Policies**
- 1982**                    **Coopers and Lybrand, Inc., Data Analysis, External Evaluation, Naval Laboratories Demonstration**

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**Project**

- 1981 National Institute of Justice, Research Grant  
Evaluation (Labor Relations)
- 1979-1981 External Evaluation Design Group, Naval Laboratories  
Demonstration Project, University of Southern  
California/U.S. Office of Personnel Management
- 1977 Syracuse Police Department, Reorganization and Team  
Policing Feasibility Study (Syracuse University)

**Academic Honors and Recognition**

- 1998 GSU Chapter Blue Key National Honorary Fraternity  
Distinguished Professor Award for 1998
- 1989 Annual Faculty Research Award, Georgia State  
University College of Public and Urban Affairs
- 1988 Dimock Award for the best lead article in  
Public Administration Review (William D.  
Richardson, co-author)

**Professional Memberships**

Public Administration Theory Network  
American Society for Public Administration  
American Political Science Association

## Publications

### Accepted for Publication and Forthcoming

- 2000                    “The Reform Agenda: Where Do We Go From Here?” in  
Steven Hays and Richard Kearney, eds. Public Personnel  
Administration: Problems and Prospects, 4<sup>th</sup> ed. (Prentice Hall)
- 1999                    “The Human Resources Perspective on Workplace Violence,”  
in A. Farazmand, ed., Handbook of Strategic Personnel Administration:  
Building Human Capital for the New Millennium (Greenwood Press).  
William Waugh, coauthor.

### Book Reviews

- 1997                    Ingraham, Patricia W. The Foundation of Merit:  
Public Service in American Democracy. Review  
published in The Annals, Vol. 550 (March 1997),  
P. 183.

### Edited Books in Print

- 1983                    Readings in Public Administration, New York:  
Harper and Row. Felix A. Nigro, co-editor.
- 1983                    Decision Making in the Public Sector, New  
York: Dekker Publications.

### Textbooks in Print

- 2000                    The New Public Personnel Administration  
5<sup>th</sup> edition (FE Peacock Publishers), Felix A. Nigro  
co-author.
- 1994                    The New Public Personnel Administration,  
4th edition (F.E. Peacock Publishers).  
Felix A. Nigro co-author.
- 1973-1988            Modern Public Administration, 3rd-7th editions, (New  
York: Harper and Row/Collins).

Lloyd G. Nigro

Felix A. Nigro, co-author.

1976-1986

The New Public Personnel Administration, 1st-3rd editions, (Itasca, Illinois: F.E. Peacock). Felix A. Nigro, co-author.

Book Chapters in Print

1999

"Constitutional Correctives to Democratic Vices," in William D. Richardson, J. Michael Martinez, and Kerry Stewart (eds.), Ethics and Character: The Pursuit of Democratic Virtues, Durham, NC: Carolina Academic Press. Coauthor William Richardson.

1998

"The Limits of Ethics: Revisiting the Origins of the American Regime," in David Schaeffer, Robert M. Schaeffer, and Peter Lawler, eds., Active Duty (Savage, MD: Rowman and Littlefield), pp. 311-332. Coauthor William Richardson.

1998

"Workplace Violence Policies and Programs in City County Governments," ICMA Yearbook-1998 (Washington, DC: ICMA), pp. 3-8. Coauthor William Waugh.

1997

"Ethics Workshops in State Government: Teaching Practitioners," book chapter in James S. Bowman and Donald C. Menzel, eds., Teaching Ethics and Values: Program Innovations, Teaching Strategies, and Ethical Issues in Public Administration, Albany, NY: SUNY Press. Coauthors Ronald McNinch and William Richardson.

1997

"Five Great Issues in the Profession of Public Administration," in Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin (eds.), Handbook on Public Administration, New York: Marcell Dekker. Brian Fry, coauthor.

1997

"Public Law in the Changing Civil Service," in Phillip Cooper and

Lloyd G. Nigro

- Chester Newland, eds., Public Law and Public Administration, (San Francisco: Jossey-Bass Publishers), 344-355.
- 1993 "Pay for Performance in Local Government," ICMA Yearbook, (Chicago: ICMA). Gregory Streib, co-author.
- 1992 "The Founders' Unsentimental View of Public Service in the American Regime," in Patricia Ingraham and Donald F. Kettl (eds.), Agenda for Excellence: Public Service in America, (Chatham House Publishers). William D. Richardson co-author.
- 1991 "Founding Principles and Contemporary Public Policy: The Case of OMB and the Sport Fish Restoration Program," in Hutcheson, Snow, and Noe (eds.), Pleasure and Preservation: An Outdoor Recreation Policy Dilemma, (Greenwood Press). William D. Richardson, co-author.
- 1990 "Personnel For and By Administrators: Bridging the Gap," in Naomi Lynn and Aaron Wildavsky (eds.), Public Administration: The State of the Discipline, (Chatham House Publishers).
- 1987 "Public Administration and the Foundations of the American Regime," in Robert Denhardt and Edward Jennings (eds.), The Revitalization of the Public Service, (Columbia, Missouri: The University of Missouri-Columbia Extension Press). William D. Richardson, co-author.
- 1984 "An Experiment in Federal Personnel Management; The Naval Laboratories Demonstration Project," in G. Ronald Gilbert (ed.), Making and Managing Policy, (New York: Dekker Publications). T. Ross Clayton, co-author.
- 1983 "Developing Human Resources in the Public Sector; The New Challenge to Public Management," in William B. Eddy (ed.), Handbook of Organization Management, (New York: Dekker Publications).

1980 "Theories of Value Formation and Administrative Theory," in Carl J. Bellone (ed.), Organization Theory and the New Public Administration, (Boston: Allyn and Bacon). Carl J. Bellone, co-author.

1977 "Public Sector Unionism," in Charles H. Levine (ed.), Managing Human Resources, (Los Angeles: Sage Publications). Felix A. Nigro, co-author.

### Refereed Journal Articles in Print

1998 "Workplace Violence Policies in US Local Governments," Public Administration Quarterly, Vol. 22, No. 3 (Fall), pp. 349-364. William Waugh, coauthor.

1998 "Local Government Responses to Work Place Violence: A Status Report," Review of Public Personnel Administration, Vol. 18, No. 4 (Fall), pp. 5-17. William Waugh, coauthor.

1998 "Woodrow Wilson and the Federalists: Public Administration in the American Regime," Journal of Public Administration And Praxis, Vol. 20, No. 1, pp. 32-42. William D. Richardson, co-author.

1996 "Violence in the American Workplace: Challenges to the Public Employer," Public Administration Review. (July/Aug. 1996) William Waugh, Jr. coauthor.

1996 "Max Weber and US Public Administration: the Administrator as Neutral Servant," Journal of Management History, Vol. 2, No. 1 (1996), pp. 37-46. (Brian Fry, lead author).

1995 "Pay-For-Performance in Local Governments: The Views of Personnel Directors," International Journal of Public Administration, Vol 18, No. 12 (1995), pp. 1775-1794. Gregory Streib, co-author.

1994 "Pay for Performance in Local Governments: Programmatic Differences and Perceived

Lloyd G. Nigro

- Utility," Public Productivity Management Review, (Winter), pp. 145-159.  
Gregory Streib, co-author.
- 1991 "The Constitution and Administrative Ethics in America," Administration and Society, Vol. 23, No. 3, pp. 275-287. William D. Richardson, co-author.
- 1990 "Between Citizen and Administrator: Fifty Years of Administrative Ethics in PAR," Public Administration Review (Nov/Dec) Vol. 50, pp. 623-635.  
William D. Richardson, co-author.
- 1987 "Administrative Ethics and Founding Thought: Constitutional Correctives, Honor, and Education," Public Administration Review (Sept/Oct) Vol. 47, pp. 367-376.  
William D. Richardson, co-author.
- 1987 "Self-Interest Properly Understood: The American Character and Public Administration," Administration and Society (Summer) Vol. 19, No. 2, pp. 157-177.  
William D. Richardson, co-author.
- 1986 "Scientific Management: Seniority and Productivity in the Public Sector," Public Productivity Review (Fall) Vol. 10, No. 39, pp. 73-80.
- 1983 "Implementing Performance Appraisal Reform in the United States Civil Service," Public Administration (Spring) Vol. 61, pp. 45-57. John J. DeMarco, co-author.
- 1982 "CSRA Performance Appraisals and Merit Pay: Growing Uncertainty in the Federal Workforce," Public Administration Review (July/August) Vol. 42, No. 4, pp. 371-375.
- 1981 "Attitudes of Federal Employees Toward Performance Appraisal and Merit Pay: Implications for CSRA Implementation," Public Administration Review (Jan/Feb) Vol. 41, No. 1, pp. 84-86.
- 1979 "Training in Local Governments: Attitudes and Practices," Southern Review of Public Administration

(March) Vol. 2, No. 4, pp. 475-487.  
John J. DeMarco, co-author.

- 1976 "Administrative Behavior and Self-Rationalized Man," Policy Studies Journal (Autumn) Vol. 5, No. 1, pp. 29-34.
- 1976 "Representative Bureaucracy and Policy Preferences: A Study of Attitudes of Federal Executives," Public Administration Review (July/August) Vol. 36, No. 4, pp. 458-469. Kenneth J. Meier, co-author.
- 1976 "Bureaucracy and the People: Is the Higher Federal Service Representative?" The Bureaucrat (October). Kenneth J. Meier, co-author.
- 1975 "Executive Mobility in the Federal Service: A Career Perspective," Public Administration Review (May/June) Vol. 35, No. 3, pp. 291-295. Kenneth J. Meier, co-author).
- 1975 "The Public Personnel System: Can Juridical and Administrative Manpower Co-Exist?" Public Administration Review (Jan/Feb) Vol. 35, No. 1, pp. 98-107. Charles H. Levine, co-author.
- 1974 "Mini-Symposium on Affirmative Action," (editor and contributor) Public Administration Review (May/June) Vol. 34, No. 3, pp. 234-237.

### Other Professional Journal Publications

- 1999 "Dealing with Workplace Violence in Georgia's Cities and Counties," Public Administration and Management: An Interactive Journal, Vol. 4, No. 3 (<http://www.pamij.com/99-4-3-Waugh.html>). William L. Waugh, Jr. co-author.
- 1983 "Using Employee Attitudes and Perceptions to Monitor Supervisory Implementation of CSRA Performance Appraisal Systems," Public Personnel Management Journal (Spring) Vol. 12, pp. 43-51. John J. DeMarco, co-author.
- 1980 "Collective Bargaining and the Attitudes of Local Government Personnel Managers," Public Personnel Management (November) Vol. 9, No. 3, pp. 160-171. John J. DeMarco, co-author.

- 1980 "Making Participative Management Work," The Bureaucrat (Winter) Vol. 8, No. 4, pp. 34-39.  
Carl J. Bellone, co-author.
- 1980 "Comments on the CSRA," Midwest Review of Public Administration.
- 1974 "The Trainer As A Strategist," Public Personnel Management (May/June) Vol. 3, No. 3, pp. 193-198.  
Felix A. Nigro, co-author.

### **Recent Professional Papers and Presentations**

- 2000 "State and Local Government Responses to Workplace Violence," with William Waugh, SECOPA Annual Conference, Greensboro, NC.
- 1999 "Workplace Violence Policies in the States," with William Waugh, National Conference of ASPA, Orlando, Florida.
- 1998 "Work Place Violence: A Status Report on Policies And Programs," with William Waugh, National Conference of ASPA, Seattle, Washington.
- 1997 "Workplace Violence: Policies and Programs In U.S. Local Governments," with William Waugh, National Conference of ASPA, Philadelphia, Penn.
- 1997 "Hell No, I Won't Go: Public Employees and the Threat of Work Place Violence in American Cities and Counties," with William Waugh, Urban Affairs Association, Toronto, Canada.
- 1996 "Emergency Management Approach to Violence in the Workplace," with William Waugh, SECOPA - ASPA, Miami, FL.
- 1996 "Violence in the Workplace," with William Waugh, ASPA National Conference, Atlanta, Georgia

- 1994 "Violence in the Workplace: Implications for the Public Employer," with Robert Friedmann and William Waugh, SECOPA - ASPA, Lexington, KY
- 1993 "Pay-for-Performance in Local Governments," ASPA national conference, San Francisco, Gregory Streib, co-author.
- 1992 "Pay-for-Performance in Local Government: A Look at the Extent of Use and Perceived Effectiveness," SECOPA Conference, Montgomery, Alabama. Gregory Streib, co-author.
- 1990 "Fifty Years of Administrative Ethics in PAR," National Conference, American Political Science Association, San Francisco, CA. William D. Richardson, co-author.
- 1989 "The Founders and Public Administration: Public Service in the American Republic," Southern Regional Meeting, American Political Science Association, Memphis, Tenn. William D. Richardson, co-author.
- 1987 "Administrative Ethics and Founding Thought," National Conference, American Society for Public Administration, Boston, Mass. William D. Richardson, co-author.
- 1986 "Public Employee Performance Appraisal Systems," SECOPA, Pensacola, FL.
- 1986 "American Character and the All-Volunteer Army," National Conference, American Political Science Association, Washington, D.C. William D. Richardson, co-author.
- 1986 "Personnel By and For Administrators," National Conference, American Society for Public Administration, Anaheim, CA.
- 1985 "Public Administration and American Political Thought," National Conference, American Society for Public Administration, Indianapolis, Ind.

**William D. Richardson, co-author.**