

Amanda Rutherford

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Education

Ph.D. Political Science, Texas A&M University

Dissertation: *Politics, Perceptions, and Performance in Higher Education*

M.P.A. University of Oklahoma

B.A. Journalism, University of Oklahoma

B.B.A. Marketing and Supply Chain Management, University of Oklahoma

Academic & Administrative Appointments

Henry Bellmon Chair of Public Service and Associate Professor, Department of Political Science,
University of Oklahoma, August 2026-present

Professor, Paul H. O'Neill School of Public and Environmental Affairs, Indiana University, July
2026

Associate Professor, Paul H. O'Neill School of Public and Environmental Affairs, Indiana
University, July 2020-June 2026

Chair, Governance and Management Faculty, March 2023-June 2026

Director, Paul H. O'Neill School Undergraduate Honors Program, January 2019-June 2023

Adjunct Associate Professor, Department of Political Science, College of Arts and Sciences, Indiana
University, August 2020-present

Faculty Affiliate, Educational Leadership and Policy Studies, Indiana University, March 2020-present

Faculty Fellow, Public Policy Institute, Indiana University, January 2017-present

Assistant Professor, Paul H. O'Neill School of Public and Environmental Affairs, Indiana
University, July 2015-June 2020

Prior Employment Experience

Texas Regional Admissions Counselor, Recruitment Services, University of Oklahoma,
2011-2014

Part-time admissions and data management consultant focused on matriculation from
specific regions in Texas

Coordinator of Research and Strategic Development, Recruitment Services, University of
Oklahoma, 2009-2011

Implementation Manager for Hobsons Connect Customer Relations Management and
admissions consultant for select regions in Oklahoma and Texas

Honors and Awards

Department/ School

Graduate Teaching Award, O'Neill School of Public and Environmental Affairs, Indiana University,
2019, 2021, 2024

Leader for the Greater Good Award, Graduate Student Choice Awards, School of Public and
Environmental Affairs, Indiana University, 2017

Vision 2020 Dissertation Enhancement Award, College of Liberal Arts, Texas A&M University, 2014-2015

Bryan D. Jones Outstanding Political Science Graduate Student, Texas A&M University, 2013

Professional Development Grant, Texas A&M University College of Liberal Arts, 2012

Vision 2020 Fellowship, College of Liberal Arts, Texas A&M University, 2011-2015

Emerging Scholar Award, Department of Political Science, Texas A&M University, 2011

University

Trustees Teaching Award, Indiana University, 2022

Inclusive Excellence Award, Indiana University, 2022

George W. Kunze Endowed Graduate Fellowship for Outstanding Graduating Ph.D. Student, Texas A&M University, 2015

Distinguished Graduate Student Award for Research, Association of Former Students, Texas A&M University, 2015

Southerland Aggie Leader Scholarship, Texas A&M University, 2014

Academic Excellence Award, Texas A&M University, 2014

Former Students Pooled Memorial Endowment Scholarship, Texas A&M University, 2013

Graduate Student Council Travel Award, Texas A&M University, 2013

National/Discipline

Cornia Award, George W. Romney Institute of Public Service and Ethics, Marriott School of Business, Brigham Young University, 2024

Emerging Education Policy Scholars, Thomas B. Fordham Institute and American Enterprise Institute, 2020

Prominent Public Affairs Scholar Award, PhD Student Association, School of Public Affairs, University of Colorado-Denver, 2019

Donald A. Gatzke Dissertation Award, American Association of University Administrators, 2017

Paul A. Volcker Endowment for Public Service Research and Education, Junior Scholar Research Grant, 2014

Scholar Award Dissertation Fellowship, P.E.O. International, 2014-2015

Areas of Research

Employee Attraction, Retention, and Attrition; Bureaucratic Representation; Public Sector Performance; Managerial Decision Making; U.S. Education Policy; Research Design and Methodology

Books

Rutherford, Amanda and Kenneth J. Meier, eds. 2020. *Race and Public Administration*. Routledge.

“The Common Denominator: Persistent Racial Gaps in the Administration of Policy,” with Kenneth J. Meier

“Race and Public Administration: Current Status and Future Issues,” with Kenneth J. Meier

Meier, Kenneth J., Amanda Rutherford, and Claudia Avellaneda, eds. 2017. *Comparative Public Management: Why Context Matters in Public Administration*. Georgetown University Press.

“Do Public-Private Differences Matter? Managerial Characteristics and Organizational Performance across Sectors of U.S. Higher Education,” with Claire Stieg.

“The Role of Context Moving Forward: The International Research Agenda,” with Laurence J. O’Toole and Kenneth J. Meier.

Meier, Kenneth J. and Amanda Rutherford. 2017. *The Politics of African American Education: Representation, Partisanship and Educational Equity*. Cambridge University Press.

Peer-Reviewed Publications

*Denotes student co-author at time of writing

42. Rutherford, Amanda, Paolo Belardinelli, and Kyuwoong Kyeong*. “Is it Better to ask for Forgiveness of Permission? Decision Justification Strategies and Citizen Perceptions of Government.” Forthcoming, *The American Review of Public Administration*.
41. Rutherford, Amanda and Jiaen Wu*. Forthcoming. “Representation vs. Political Pressure and the Composition of Congressional Staff.” *Politics, Groups, and Identities*.
40. Rutherford, Amanda and Thomas Rabovsky. Forthcoming. “Reach for the Stars but Stay in Your Lane: Predicting the selection of women to lead public agencies.” *International Public Management Journal*.
39. Rutherford, Amanda, Thomas Rabovsky, and Karl Santiago*. Forthcoming. “Direct Pressure or Proxy? Assessing the Influence of Policymakers and Governing Boards on Bureaucratic Turnover and Vacancy.” *Public Performance & Management Review*.
38. Rutherford, Amanda and Nathan Favero. Forthcoming. “Bureaucratic Environments, Discretion, and Moving against Clients: An Experimental Study of School Resource Officers.” *International Public Management Journal*.
37. Rutherford, Amanda and Shaun Khurana*. 2026. “Hanging in the Balance: Assessing Goal Prioritization Among Street-Level Bureaucrats.” *Public Performance & Management Review* 49(2): 271-305.
36. Lipsmeyer, Christine, Andrew Philips, Amanda Rutherford, and Guy D. Whitten. 2024. “Bad Times Keep Us Together: Policy Priorities and Economic Shocks.” *Social Science Quarterly* 105(4): 934-947.
35. Rutherford, Amanda and Cullen Merritt. 2024. “The Limits of Framing Effects: Citizen Perceptions of Councilor Compensation.” *Local Government Studies* 50(1): 87-108.
34. Rutherford, Amanda and Emily Mee*. 2023. “What Explains Variation in Representation in the Public Sector? Predicting the Presence of Female Officers in US College Police Departments.” *Public Administration Review* 83(4): 895-910.

33. Rutherford, Amanda and Taha Hameduddin*. 2023. "Vacancies among appointees in U.S. federal agencies: Implications for employee attitudes and intentions." *Governance* 36(4):1247-1269.
32. Bello-Gómez, Ricardo A.* and Amanda Rutherford. 2023. "Predicting executive vacancies: An organizational approach." *Public Administration* 101(1): 236-270.
31. Wightman, Breck*, Sergio Fernandez, and Amanda Rutherford. 2022. "Job Vacancy and Organizational Performance: Are Managers or Employees Missed Most?" *Public Administration Review* 82(4): 660-670.
30. Rutherford, Amanda and Breck Wightman*. 2021. "The Push for Good Governance: Identifying Predictors of Executive Search Transparency in Public Organizations." *American Review of Public Administration* 51(8): 590-604.
29. Rutherford, Amanda, Thomas Rabovsky, and Megan Darnley*. 2021. "Compared to whom? Social and historical reference points and performance appraisals by managers, students, and the general public." *Journal of Behavioral Public Administration* 4(1).
28. Rutherford, Amanda and Denisa Gándara. 2020. "Completion at the Expense of Access? The Relationship Between Performance-Funding Policies and Access to Public 4-Year Universities." *Educational Researcher* 49(5): 321-334.
27. Jung, Yoo Sun*, Flavio D. S. Souza*, Andrew Q. Philips, Guy D. Whitten, and Amanda Rutherford. 2020. "A Program to Examine Dynamic Compositional Dependent Variables: New Features for Dynsimpie." *Stata Journal* 20(3):584-603.
26. Rutherford, Amanda and Nathan Favero. 2020. "Organizational Turnaround: Moving Beyond One-Size-Fits-All Solutions." *International Public Management Journal* 23(3): 315-335.
25. Favero, Nathan and Amanda Rutherford. 2020. "Will the Tide Lift All Boats? Examining the Equity Effects of Performance Funding Policies in U.S. Higher Education." *Research in Higher Education* 61(1): 1-25.
24. Darnley, Megan*, Amanda Rutherford, and Thomas Rabovsky. 2019. "Tipping the Scales: The Causes and Consequences of Administrative Spending." *Public Administration* 97(2): 567-482.
23. Rutherford, Amanda and Joris van der Voet. 2019. "Shifting Administrative Intensity and Employee Composition: Cutback Management in Education." *American Review of Public Administration* 49(6): 704-719.
22. Zhu, Ling and Amanda Rutherford. 2019. "Managing the Gaps: How Performance Gaps Shape Managerial Decision Making." *Public Performance & Management Review* 42(5): 1029-1061.
21. Lipsmeyer, Christine, Andrew Philips, Amanda Rutherford, and Guy D. Whitten. 2019. "Comparing Dynamic Pies: A Strategy for Modeling Compositional Variables in Time and Space." *Political Science Research and Methods* 7(3): 523-540.

20. Rutherford, Amanda, Jeryl Mumpower, Ricardo A. Bello-Gómez*, and Marlisa Griffin*. 2019. "Understanding Vacancy Time: A Theoretical Framework Informed by Cross-Sector Comparison." *Perspectives on Public Management and Governance* 2(1): 3-20.
19. Gándara, Denisa and Amanda Rutherford. 2018. "The Effects of Premiums for Underserved Populations in Performance Funding Policies for Higher Education." *Research in Higher Education* 59(6): 681-703.
18. Rutherford, Amanda and Thomas Rabovsky. 2018. "Does the Motivation for Market-Based Reform Matter: The Case of Responsibility Centered Management." *Public Administration Review* 78(4): 626-639.
17. Rutherford, Amanda and Jon Lozano*. 2018. "Top Management Turnover: The Role of Governing Board Structures." *Public Administration Review* 78(1): 104-115.
16. Zambrano-Gutiérrez, Julio César*, Amanda Rutherford, and Sean Nicholson-Crotty. 2017. "Types of Coproduction and Differential Effects on Organizational Performance: Evidence from the New York City School System." *Public Administration* 95(3): 776-790.
15. Rutherford, Amanda. 2017. "The Role of Managerial Fit in Determining Organizational Performance: An Empirical Assessment of Presidents in U.S. Higher Education." *American Review of Public Administration* 47(7): 764-778.
14. Rutherford, Amanda. 2016. "The Effect of Top Management Team Heterogeneity on Performance in Institutions of Higher Education." *Public Performance and Management Review* 40(1): 119-144.
13. Philips, Andrew Q., Amanda Rutherford, and Guy D. Whitten. 2016. "Dynsimpie: A Program to Examine Dynamic Compositional Dependent Variables." *Stata Journal* 16(3): 662-677.
12. Rabovsky, Thomas and Amanda Rutherford. 2016. "The Politics of Higher Education: University President Ideology and External Networking." *Public Administration Review* 76(5): 754-777.
11. Rutherford, Amanda. 2016. Goal Ambiguity in Financial Aid and the Contingency of Organizational Mission." *Journal of Student Financial Aid* 46(2): 2-24.
10. Marschall, Melissa and Amanda Rutherford. 2016. "Voting Rights for Whom?: Examining the Effects of the Voting Rights Acts on Latino Political Incorporation." *American Journal of Political Science* 60(3): 590-606.
9. Rutherford, Amanda. 2016. "Reexamining Causes and Consequences: Does Administrative Intensity Matter for Organizational Performance?" *International Public Management Journal* 19(3): 342-369.
8. Philips, Andrew, Amanda Rutherford, and Guy D. Whitten. 2016. "Dynamic Pie: A Strategy for Modeling Trade-Offs in Compositional Variables over Time." *American Journal of Political Science* 60(1): 268-283.

Stata program: Philips, Andrew, Amanda Rutherford, and Guy D. Whitten. 2015. "DYNSIMPIE: Stata module to examine dynamic compositional dependent variables." <http://EconPapers.repec.org/RePEc:boc:bocode:s458074>.

7. Favero, Nathan and Amanda Rutherford. 2016. "For Better or for Worse: Organizational Turnaround in New York City Schools." *Public Management Review* 18(3): 437-455.
6. Philips, Andrew, Amanda Rutherford, and Guy D. Whitten. 2015. "The Dynamic Battle for Pieces of the Pie—Modeling Party Support in Multi-Party Nations." *Electoral Studies* 39: 264-274.
5. Rutherford, Amanda. 2015. "Conquering the 'Lumbering Dinosaur': Graduate Student Experiences at Political Science Conferences." *PS: Political Science & Politics* 48(2): 324-327.
4. Rutherford, Amanda and Kenneth J. Meier. 2015. "Management Decisions in a Performance Driven System: Theory and Empirical Tests in Higher Education." *Public Administration* 93(1): 17-33.
3. Rutherford, Amanda and Thomas Rabovsky. 2014. "Evaluating Impacts of Performance Funding Policies on Student Outcomes." *The Annals of the American Academy of Political and Social Science* 655(1): 185-208.
2. Meier, Kenneth J. and Amanda Rutherford. 2014. "Partisanship, Structure, and Representation: The Puzzle of African American Education Politics." *American Political Science Review* 108(2): 265-280.
1. Rutherford, Amanda. 2014. "Organizational Turnaround and Educational Performance: The Impact of Performance-Based Monitoring Analysis Systems." *The American Review of Public Administration* 44(4): 440-458.

Policy Reports

1. Rutherford, Amanda, Nya Anthony*, and Lillian Rogers*. 2023. U.S. School-Based Law Enforcement – A National Profile." Indiana University O'Neill School of Public and Environmental Affairs.
2. Rutherford, Amanda. 2021. "Indianapolis-Marion County City-County Council: Consolidated Council Structures." Indiana University Public Policy Institute.
3. Merritt, Cullen and Amanda Rutherford. 2020. "Indianapolis-Marion County City-County Council: A Study of Council Effectiveness." Indiana University Public Policy Institute.

Manuscripts under Review

1. Rutherford, Amanda and Kyuwoong Kyeong*. "Demographic Matching and Prosocial Rule-Breaking: Experimental Evidence from U.S. School Principals."

2. Wu, Jiaen and Amanda Rutherford. "How Generative AI Impacts Job Satisfaction: Evidence from the U.S. Federal Government."

Works in Progress

1. Conley, Shannon*, John Stavick*, and Amanda Rutherford. "Do Echelons Matter? Disaggregating the Effect of Turnover on Performance in Public Agencies."
2. Rutherford, Amanda and Karl Santiago*. "A Comparison of Cues: How Representation, Burden, and Politics Shape Citizen Perceptions."
3. Rutherford, Amanda and Kyuwoong Kyeong*. "Defining Prosocial Behavior in the Public Sector: A Systematic Review."
4. Rutherford, Amanda and Jiaen Wu*. "Active Representation and the Legislative Bureaucracy: Studying the Effects of Congressional Staff."
5. Rutherford, Amanda and Jiaen Wu*. "Is GPT a Good Civil Servant? The Evaluation of Artificial Discretion by Large Language Models."

Book Reviews

1. *Privatization and the Public Good: Public Universities in the Balance* by Matthew Lambert. 2015. *Journal of Student Financial Aid* 45(1): 45-47.

Grants

1. Rutherford, Amanda. "Mini-Conference on Methodological Pluralism in Public Management" Indiana University Grant-in-Aid. \$3,000.
2. Rutherford, Amanda. "School Safety for All or for Some? Considering the Competing Roles of School Resource Officers as Law Enforcement, Teachers, and Mentors" Racial Justice Research Fund. Indiana University-Bloomington. \$14,832.
3. Rutherford, Amanda/Indiana University Public Policy Institute. "Comparative Consolidated Council Analysis." Indianapolis-Marion County City-County Council. \$26,500.
4. Merritt, Cullen and Amanda Rutherford/Indiana University Public Policy Institute. "Understanding City-County County Effectiveness." Indianapolis-Marion County City-County Council. \$100,000.

Publicity and Media Mentions

- Johannesen, Kirk. December 2, 2025. "IU Bloomington chancellor and Bloomington mayor collaborate on community priorities." News at IU. Indian University.

- Grossman, Matt. February 7, 2024. "How Bureaucrats Deal with Political Chaos Above." Science of Politics Podcast. Niskanen Center.
- Moody, Josh. December 2, 2022. "Why Does Florida Have so Many Failed Leadership Searches." *Inside Higher Ed*.
- McCann, Adam. September 19, 2022. "2022 Best & Worst States for Teachers." *WalletHub*.
- Pak-Harvey, Amelia. April 29, 2022. "Indianapolis Councilors to Consider More than Doubling Their Base Salaries." *Indianapolis Star*.
- Chapman, Jim. April 6, 2022. "Salaries: PFW's leader at No. 1" *The Journal Gazette*.
- Murakami, Kery, July 7, 2020. "Erasing Equity Gaps With State Funding" *Inside Higher Ed*.
- Brown, Alex. March 11, 2020. "Study Shows Room for Improvement at Indy Council" *Inside Indiana Business*.
- Sheridan, Jill. March 11, 2020. "New Study Examines City-County Council" *WFYI Indianapolis*.
- Daudelin, Drew. August 19, 2019. "60,000 Emails a Year: How Some Part-Time City Councilors Deal with Full-Time Hours." *WFYI Indianapolis*.
- Zambrano-Gutiérrez, Julio César, Amanda Rutherford, and Sean Nicholson-Crotty. November 9, 2017. "It's good for students when parent work with teachers to design and produce their education." *The London School of Economics and Political Science American Politics and Policy* blog.
- Meier, Kenneth J. and Amanda Rutherford. September 7, 2017. "Book Talk: The Politics of African-American Education Representation, Partisanship, and Educational Equity." Book Talk Webinar Series. *American Society for Public Administration*.
- Bernardo, Richie. December 13, 2016. "2016's Best College Towns & Cities in America."
- Schmidt, Peter. November 10, 2016. "Why University Chiefs Head Out the Door." *The Chronicle of Higher Education*.
- Mastropasqua, Kristina. September 2, 2016. "Do More U.S. Latinos Win Political Offices if Election Materials are Printed in English and Spanish?" *Shorenstein Center on Media, Politics and Public Policy*.
- Brackemyre, Anne. April 15, 2016. "Panel to Address Rising Cost of College." *Indiana University Newsroom*.
- Inside Higher Ed*. February 24, 2016. "Study: Why Presidents' Political Ideologies Matter." *Inside Higher Ed*.

Masterson, Julie. September 8, 2015. "Professor Discusses Language Instruction Policy in Schools." *Indiana Daily Student*.

Marschall, Melissa and Amanda Rutherford. July 6, 2015. "School boards were more likely to have Latino members in counties covered by the language assistance provisions of the now defunct Section 4 of the Voting Rights Act." *The London School of Economics and Political Science American Politics and Policy* blog.

Marschall, Melissa and Amanda Rutherford. May 27, 2015. "Latino Board Members More Likely to Achieve Representation in Counties Covered by Language Assistance Provisions of the Voting Rights Act." *American Journal of Political Science* blog.

Rutherford, Amanda and Thomas Rabovsky. August 26, 2014. "Performance Funding Policies in Higher Education Have Had Little Effect on Student Outcomes." *The London School of Economics and Political Science American Politics and Policy* blog.

Meier, Kenneth J. and Amanda Rutherford. June 9, 2014. "In Majority Democratic School Districts, African Americans Gain Significantly More Representation in At-Large Elections." *The London School of Economics and Political Science American Politics and Policy* blog.

Invited Talks, Lectures, and Conference Presentations

"Demographic Matching and Prosocial Rule-Breaking: Experimental Evidence from U.S. School Principals" with Kyuwoong Kyeong. September 2025. Annual Meeting of the American Political Science Association. Vancouver, CA.

"Defining Prosocial Behavior in the Public Sector: A Systematic Review" with Kyuwoong Kyeong. April 2025. Annual Meeting of the Midwest Political Science Association. Chicago, IL.

"A Comparison of Cues: How Representation, Burden, and Politics Shape Citizen Perceptions" with Karl Santiago. April 2025. Annual Meeting of the Midwest Political Science Association. Chicago, IL.

"Making the Most of Academic Conferences." November 2024. School of Public Affairs, American University. Washington, D.C.

"Is it Better to ask for Forgiveness or Permission? Decision Justification Strategies and Citizen Perceptions of Government" with Paolo Belardinelli and Kyuwoong Kyeong. June 2024. Public Management Research Conference. Seattle, WA.

"Is GPT a Good Civil Servant? The Evaluation of Artificial Discretion by Large Language Models" with Jiaen Wu. June 2024. Public Management Research Conference. Seattle, WA.

"Direct Pressure or Proxy? Assessing the Influence of Policymakers and Governing Boards on Bureaucratic Turnover and Vacancy" with Thomas Rabovsky and Karl Santiago. June 2024. Public Management Research Conference. Seattle, WA.

- “Active Representation and the Legislative Bureaucracy: Studying the Effects of Congressional Staff” with Jiaen Wu. April 2024. Annual Meeting of the Midwest Political Science Association. Chicago, IL.
- “Relevance and Rigor: Reflections of the field of public administration and management.” February 2024. Brigham Young University.
- “Can Political Pressure Mediate Representation? Examining the Composition of Congressional Staff” with Jiaen Wu. September 2023. Annual Meeting of the American Political Science Association. Los Angeles, CA.
- “Bureaucratic Environments, Discretion, and Moving against Clients: An Experimental Study of School Resource Officers” with Nathan Favero. June 2023. Public Management Research Conference. Utrecht, Netherlands.
- “Do Echelons Matter? Disaggregating the Effect of Turnover on Performance in Public Agencies” with Shannon Conley and John Stavick. April 2023. Annual Meeting of the Midwest Political Science Association. Chicago, IL.
- “Bad Times Keep Us Together: Policy Priorities and Economic Shocks” with Christine Lipsmeyer, Andrew Philips, Amanda Rutherford, and Guy D. Whitten. June 2022. EU Center Conference on Analyzing Compositional Variables in the Study of Politics and Policy. College Station, TX.
- “Reach for the Stars but Stay in Your Lane: Predicting the selection of women to lead public agencies” with Thomas Rabovsky. May 2022. Public Management Research Conference. Phoenix, AZ.
- “Understanding the Socio-Political Antecedents of Role Ambiguity: The Case of School-Based Law Enforcement Officers” with Shaun Khurana. April 2022. Annual Meeting of the Midwest Political Science Association. Chicago, IL.
- “Taken to Heart or Turning a Deaf Ear? Understanding Drivers of Bureaucratic Change” with Emily Mee. April 2022. Annual Meeting of the Midwest Political Science Association. Chicago, IL.
- “Does Altering the Avenue of Accountability Matter? Linking Representation in Campus Police Departments to Crime” with Emily Mee. June 2021. Public Management Research Conference. Virtual Meeting.
- “Job Vacancy and Organizational Performance: Are Managers or Employees Missed Most?” with Sergio Fernandez and Breck Wightman. June 2021. Public Management Research Conference. Virtual Meeting.
- “The Push for Good Governance: Identifying Predictors of Executive Search Transparency in Public Organizations” with Breck Wightman. April 2021. Annual Meeting of the Midwest Political Science Association. Virtual Meeting.

- “Information Framing of Unpopular Public Policies: Perceptions of City-County Council Salaries” with Cullen Merritt. September 2020. Annual Meeting of the American Political Science Conference. Virtual Meeting.
- “Job Vacancy and Organizational Performance: Are Managers or Employees Missed Most?” with Sergio Fernandez and Breck Wightman. June 2020. Public Management Research Conference. Chapel Hill, NC. Cancelled due to COVID-19.
- “The Push for Good Governance: Identifying Predictors of Executive Search Transparency in Public Organizations” with Breck Wightman. April 2020. Midwest Political Science Association Annual Meeting. Chicago, IL. Cancelled due to COVID-19.
- “Executive Vacancies in Federal Agencies: Symbolic or Substantive Crises?” with Taha Hameduddin. August 2019. Annual Meeting of the American Political Science Conference. Washington, D.C.
- “Leaving the Pilot Seat Empty: Determinants of Vacancy Instances in Top Executive Positions” with Ricardo Andrés Bello-Gómez. June 2019. Public Management Research Conference. Chapel Hill, NC.
- “Performance-Based Funding Policies in Higher Education.” April 2019. University of Colorado-Denver. Denver, CO.
- “Experimental Research in Public Administration.” April 2019. University of Colorado-Denver. Denver, CO.
- “Performance Gaps, Management Responses, and Negativity Bias: Evidence from Cross-Sector Comparisons” with Ling Zhu and Ohbet Cheon. April 2019. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Can External Actors Influence Internal Organizational Behavior? The Case of School Resource Officers and Disproportionate Student Discipline” with Megan Darnley. April 2019. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Compared to Whom? Social and Historical References Points and Performance Appraisals by Students, Managers, and the General Public” with Megan Darnley and Thomas Rabovsky. January 2019. Southern Political Science Association Annual Meeting. Austin, TX.
- “Tipping the Scales: The Causes and Consequences of Administrative Spending” with Megan Darnley and Thomas Rabovsky. April 2018. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Leaving the Pilot Seat Empty: Determinants of Vacancy Instances at Top Executive Positions” with Ricardo Andrés Bello-Gómez. April 2018. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Understanding Vacancy Time: A Theoretical Framework Informed by Cross-Sector Comparisons.” January 2018. University of Missouri. Columbia, MO.

- “Completion at the Expense of Access? The Effects of Performance-Funding Policies on Access to Public Four-Year Universities” with Denisa Gándara. November 2017. Annual Meeting of the Association for the Student of Higher Education. Houston, TX.
- “Understanding Vacancy Time: A Cross-Sector Comparison” with Jeryl Mumpower, Ricardo Andrés Bello-Gómez, and Marlisa Griffin. September 2017. Annual Meeting of the American Political Science Conference. San Francisco, CA.
- “Shifting Administrative Intensity and Front-Line Employee Composition: Cutback Management in Institutions of Education” with Joris van der Voet. August 2016. Annual Meeting of the Academy of Management. Atlanta, GA.
- “Does Sector Performance Matter for Innovation? A Cross-Sector Comparison of Organizational Responses to Performance Gaps” with Ling Zhu and Ohbet Cheon. June 2017. Public Management Research Conference. Washington, DC.
- “The Politics of African-American Education: Representation, Partisanship and Educational Equity” with Kenneth J. Meier. April 2017. American University. Washington, DC.
- “Top Management Turnover: The Role of Governing Board Structures” with Jon Lozano. April 2017. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Does Motivation for Market-Based Reform Matter? The Case of Responsibility Centered Management in U.S. Higher Education.” February 2017. Ohio State University. Columbus, OH.
- “Executive Turnover: The Role of Managerial Characteristics and Environmental Factors in Determining Exit Strategy” with Jon Lozano. November 2016. Annual Meeting of the Association for the Study of Higher Education. Columbus, OH.
- “Will the Tide Lift All Boats? Examining the Equity Effects of Performance Funding Policies in Higher Education” with Nathan Favero. November 2016. Annual Meeting of the Association for the Study of Higher Education. Columbus, OH.
- “The Politics of African-American Education: Representation, Partisanship and Educational Equity” with Kenneth J. Meier. October 2016. University of Oklahoma. Norman, OK.
- “The Voting Rights Act and Latino Participation and Turnout” with Melissa Marschall and John Lappie. September 2016. Annual Meeting of the American Political Science Conference. Philadelphia, PA.
- “Organizational Turnaround: Moving Beyond One-Size-Fits-All Solutions” with Nathan Favero. August 2016. Annual Meeting of the Academy of Management. Anaheim, CA.
- “Strategic or Symbolic? Identifying the Causes of Decentralization through Responsibility Centered Management in U.S. Higher Education” with Thomas Rabovsky. June 2016. Public Management Research Conference. Aarhus, DK.

- “Managing the Gaps: How Performance Gaps Shape Managerial Decision Making” with Ling Zhu. January 2016. Southern Political Science Association Annual Meeting. San Juan, PR.
- “The Effect of Top Management Team Heterogeneity on Performance in Institutions of Higher Education.” November 2015. Association for Public Policy Analysis and Management Annual Meeting. Miami, FL.
- “Performance-based Accountability for Higher Education: How is it Measuring Up?” with Denisa Gándara. November 2015. Association for the Study of Higher Education Annual Meeting, Denver, CO.
- “Organizational Turnaround: Moving Beyond One-Size-Fits-All Solutions” with Nathan Favero. June 2015. Public Management Research Conference. Minneapolis, MN.
- “The Voting Rights Act and Latino Participation in School Board Elections: How Efficacious are the Language Assistance Provisions?” with Melissa Marschall. April 2015. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Here, There, Everywhere: Modeling the Dynamics of State Expenditures” with Christine Lipsmeyer, Andrew Philips, and Guy D. Whitten. April 2015. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Policy Change and Reform in Higher Education” roundtable with William Doyle, Alisa Hicklin Fryar, Michael McLendon, and Kenneth J. Meier. April 2015. Midwest Political Science Association Annual Meeting. Chicago, IL.
- “Do Public-Private Differences Matter? Managerial Characteristics and Organizational Performance” with Claire Stieg. January 2015. Southern Political Science Association Annual Meeting. New Orleans, LA.
- “Strategic Management: Much Ado about Nothing?” with George A. Boyne and Kenneth J. Meier. January 2015. Southern Political Science Association Annual Meeting. New Orleans, LA.
- “Strategic Choices of Leaders: The Role of Fit in Presidential Performance.” November 2014. Association for the Study of Higher Education Annual Meeting. Washington, DC.
- “The Strategic Choice of University Leaders: The Role of Managerial Fit in the Recruitment & Selection of University Presidents.” November 2014. Association for Public Policy Analysis and Management Annual Meeting. Albuquerque, NM.
- “Race, Structure and Partisanship: Effective Substantive Representation in Urban Education” with Kenneth J. Meier. August 2014. American Political Science Association Annual Meeting. Washington, DC.
- “The Dynamic Battle for Pieces of Pie: Modeling Party Support in Multi-Party Nations” with Andrew Philips. July 2014. Society for Political Methodology Annual Meeting. Athens, GA.

“Do Voting Rights Matter for the Classroom? Exploring the Link between Voting Rights, Representation, and Educational Equity” with Melissa Marschall. June 2014. Education and Civil Rights Conference. Pennsylvania State University, State College, PA.

“Balancing Bureaucratic Control and Performance Accountability: Institutional Reactions to Decreasing Oversight” with Justin Shepherd. April 2014. Midwest Political Science Association Annual Meeting. Chicago, IL.

“The Dynamic Battle for Pieces of Pie—Modeling Party Support in Multi-Party Nations” with Andrew Philips and Guy D. Whitten. April 2014. Midwest Political Science Association Annual Meeting. Chicago, IL.

“Environmental Determinants of Internal and External Networking: The Case of Higher Education” with Thomas Rabovsky and Alisa Hicklin Fryar. January 2014. Southern Political Science Association Annual Meeting. New Orleans, LA.

“Voting Rights for Whom?: Examining the Effects of the Voting Rights Acts on Latino Political Incorporation” with Melissa Marschall and Paru Shah. August 2013. American Political Science Association Annual Meeting. Chicago, IL.

“Management Decision in a Performance Driven System: Theory and Empirical Tests in Higher Education” with Ken Meier. June 2013. Public Management Research Association Conference. Madison, WI.

“For Better or Worse: Organizational Turnaround in New York City Schools” with Nathan Favero. June 2013. Public Management Research Association Conference. Madison, WI.

“Administrative Intensity in U.S. Higher Education: When Size and Structure Matter.” January 2013. Southern Political Science Association Annual Meeting. Orlando, FL.

“Organizational Turnaround and Educational Performance: The Impact of Performance-Based Monitoring Analysis Systems.” October 2012. APPAM/INVALSI/UMD Conference “Improving Education through Accountability and Evaluation: Lessons from Around the World.” Rome, Italy.

“African American Educational Equity: The Role of Politics” with Kenneth J. Meier. September 2012. University of Texas, Austin, TX.

“How Do Structure and Trust Affect Accountability Policies” with Alisa Hicklin Fryar. April 2012. Midwest Political Science Association Annual Meeting. Chicago, IL.

“Managing Education Performance: A Look at Outside Intervention.” January 2012. Southern Political Science Association Annual Meeting. New Orleans, LA.

Courses Taught:

Undergraduate: V185, Managing Public Problems and Solutions
O’Neill School of Public and Environmental Affairs, Indiana University

Spring 2019 (63 students), Spring 2020 (59 students), Spring 2022 (69 students), Spring 2023 (76 students), Spring 2024 (49 students), Spring 2025 (70 students; 96 students)

V263, Public Management

O'Neill School of Public and Environmental Affairs, Indiana University

Fall 2015 (36 students), Fall 2016 (13 students)

Graduate:

M652, Managing Workforce Diversity in Public Organizations

O'Neill School of Public and Environmental Affairs, Indiana University

Fall 2018 (18 students)

V502, Public Management

O'Neill School of Public and Environmental Affairs, Indiana University

Fall 2015 (24 students) , Fall 2016 (33 students), Fall 2017 (43 students), Fall 2019 (29 students), Fall 2020 (39 students), Fall 2021 (37 students)

V535, Managing and Leading in Public Affairs

O'Neill School of Public and Environmental Affairs, Indiana University

Spring 2023 (15 students), Spring 2024 (34 students), Fall 2024 (37 students), Fall 2025 (38 students)

V680/V780, Research Design and Methods in Public Affairs

O'Neill School of Public and Environmental Affairs, Indiana University

Spring 2018 (12 students), Spring 2019 (14 students), Spring 2020 (6 students), Fall 2021 (10 students), Fall 2022 (11 students), Fall 2023 (7 students), Fall 2024 (7 students)

Dissertation Committees

In Progress	Karl Santiago – Co-Chair (O'Neill School)	
In Progress	Kyuwoong Kyeong – Chair (O'Neill School)	
In Progress	Jiaen Wu – Chair (O'Neill School)	
In Progress	Shannon Conley – Chair (O'Neill School)	
In Progress	Juwon Chung (O'Neill School)	
2025	Jordan Hunter (O'Neill School)	U.S. Customs and Border Protection
2025	Aaron Harmon (School of Education)	Indiana University
2025	Emily Mee – Chair (O'Neill School)	Wichita State University
2025	Julie Beasley (O'Neill School)	University of North Carolina
2025	Shaun Khurana – Chair (O'Neill School)	University of Florida
2024	Lance Vanderberg (School of Education)	Taylor University
2022	Kimberly Madsen - Chair (O'Neill School)	State of Utah Legislature
2022	Breck Wightman – Chair (O'Neill School)	Brigham Young University
2022	Megan Darnley - Chair (O'Neill School)	Learn Fresh/Harvard University
2022	Jessica Sherrod Hale (O'Neill School)	U.S. Department of Labor
2021	Michelle Graff (O'Neill School)	Cleveland State University
2021	Angel Nathan (School of Education)	Indiana University-Indianapolis
2020	Ricardo A. Bello-Gómez (O'Neill School)	Texas Tech University

2019	Roy Chan (School of Education)	Lee University
2019	Youngsik Hwang (School of Education)	Chungnam National University
2018	Shinwoo Lee (O'Neill School)	University of South Florida
2018	Jon Lozano (School of Education)	Johns Hopkins University

Master's Thesis Committees

2023 Nya Anthony, African American and African Diaspora Studies
2020 Liam Foran, Masters International Program

Undergraduate Thesis/Research Advisor

2025-26 Ally Haire, O'Neill Undergraduate Honors Program
2025 Olivia Schenkel, O'Neill Undergraduate Honors Program
2025 Sarah Novack, O'Neill Undergraduate Honors Program
2024-25 Meredith Kuhl, O'Neill Undergraduate Honors Program
2024-25 Justus Vaughn-Bowman, O'Neill Undergraduate Honors Program
2022-24 Lillian Rogers, Cox Research Scholarship Program
2022-23 Chloe Bautista, O'Neill Equity Scholars Program
Spring 2023 Lindsey Goldstein, O'Neill Undergraduate Honors Program
Spring 2018 Parker Dean, O'Neill Undergraduate Honors Program

Professional Service:

Department/School

Budgetary Affairs Committee, O'Neill School of Public and Environmental Affairs, Indiana University, FY 2021, 2022, 2024, 2025, 2026
Policy Committee, O'Neill School of Public and Environmental Affairs, Indiana University
Member: 2019-2021, 2022-2024
Chair: Fall 2020
MPA Admissions Committee Member, O'Neill School of Public and Environmental Affairs, Indiana University, 2015-present
Public Affairs PhD Program Committee Member, O'Neill School of Public and Environmental Affairs, Indiana University, 2016-2018; 2022-2025
Faculty Advisor, O'Neill Graduate Student Association, O'Neill School of Public and Environmental Affairs, Indiana University, 2025-present
Facilitator, Professionalism and Expectations in Graduate School, Student Orientation, Master's Program Office, O'Neill School of Public and Environmental Affairs, Indiana University, 2019-2024
Organizer, Mini-Conference on Methodological Pluralism in Public Management, O'Neill School of Public and Environmental Affairs, Indiana University, May 17-19, 2023
Search Committee Member, Tenure Track Faculty in Public Management, O'Neill School of Public and Environmental Affairs, Indiana University, 2021-2022
Search Committee Member, Associate Dean for Research, O'Neill School of Public and Environmental Affairs, Indiana University, 2020
Faculty Advisor, Students for Equity in Public Affairs, School of Public and Environmental Affairs, Indiana University, 2015-present
Board of Advisors, Journal of Public and Environmental Affairs, 2017-2019

Governance and Management Faculty Group Speaker Series Coordinator, School of Public and Environmental Affairs, Indiana University, 2016-2018

Member, Public Policy PhD Program Committee, School of Public and Environmental Affairs, Indiana University, 2016-2017

Member, Texas A&M Department of Political Science Faculty Search Committee, Fall 2014

Organizer, “The Power of Higher Education for Latinos in Social and Economic Outcomes,” Sponsored by the Carlos Cantu Hispanic Education and Opportunity Endowment and the Department of Political Science, March 5-7, 2015, Texas A&M University

Organizer, “Sixth Conference on Empirical Studies of Organizations and Public Management,” Sponsored by the Project of Equity, Representation, and Governance and the Department of Political Science, May 16-18, 2014, Texas A&M University

Assistant Director, Undergraduate Student Research Academy, Department of Political Science, June 3- July 8, 2013, Texas A&M University

Graduate Assistant, “Reconsidering Race: Interdisciplinary Approaches,” Sponsored by the Department of Political Science and the College of Liberal Arts, May 3-4, 2013, Texas A&M University

Organizer, “Equity, Excellence, and Accountability: Current Issues in Higher Education Policy,” Sponsored by the Project of Equity, Representation, and Governance and the Department of Political Science, April 18-20, 2013, Texas A&M University

Organizer, Graduate Student Fall Recruitment, Sponsored by the Project of Equity, Representation, and Governance and the Department of Political Science, October 26-28, 2012, Texas A&M University

Organizer, “Fifth Conference on Empirical Studies of Organizations and Public Management,” Sponsored by the Project of Equity, Representation, and Governance and the Department of Political Science, May 4-5, 2012, Texas A&M University

Co-Organizer, Graduate Student Fall Recruitment, Sponsored by the Project of Equity, Representation, and Governance and the Department of Political Science, October 21-23, 2011, Texas A&M University

University

Co-Chair, Alliance for Community Competitiveness, 2025-present

Committee Member, Chancellor Search Committee, Indiana University-Bloomington, 2024-2025

Committee Member, Academic Steering Committee on P-12 School Engagement, Indiana University-Bloomington, 2024-2025

Mentor, Hoosiers Connect Mentoring Program, Vice President for Faculty & Academic Affairs, Indiana University-Bloomington, 2024-2025; 2025-2026

Selection Committee Member, “Provocations: Conversation Towards a Bold University in the 21st Century” Grants, Institute for Advanced Study and the Indiana University Bicentennial Committee, 2019

Diversity Committee Member, College of Liberal Arts, Texas A&M University, 2013-2015

Graduate Student Council Executive Vice President, Texas A&M University, 2013-2015

Strategic Reallocation Sub-Council Member, Texas A&M University, 2012-2013

Graduate Student Council Representative, Texas A&M University, 2012

National/Discipline

Editorial Board, *Journal of Public Administration Research and Theory*, 2022-present

Editorial Board, *Research in Higher Education*, 2021-present

Editorial Board, *Public Administration Review*, 2020-2025

Editorial Board, *Journal of Student Financial Aid*, 2013-present
 Board of Directors, Public Management Research Association, 2025-2027
 John Gaus Award and Lectureship Committee Member, 2025-2026
 Public and Non-Profit Management and Finance Committee Co-Chair, Association of Public Policy and Management Program Committee, 2025
 Midwest Public Administration Caucus, Midwest Political Science Association, President, 2025 Annual Meeting
 Section Chair, Public Administration, Midwest Political Science Association, 2025 Annual Meeting
 Program Chair-Elect, Public Administration Section, American Political Science Association, 2024-2025
 Executive Committee member, Public Administration Section, American Political Science Association, 2023-2024
 Public and Non-Profit Management and Finance Sub-Committee reviewer, Association of Public Policy and Management Program Committee, 2023
 Volcker Junior Scholar Research Grant Award committee chair, Public Administration Section, American Political Science Association 2023
 Program Committee, Public Management Research Conference, 2019, 2022, 2023
 Best Book Award Committee Chair, Public and Nonprofit Division, Academy of Management Conference, 2022
 Herbert Simon Award Committee Member, Midwest Public Administration Caucus, Midwest Political Science Association, 2022
 Book Review Editor, *Journal of Public Administration Research and Theory*, 2015-2020
 Herbert Simon Best Book Award Committee Member, Public Administration Section, American Political Science Association, 2020
 Associate Editor, Public and Nonprofit Division, Academy of Management Conference, 2020
 Associate Editor, Public and Nonprofit Division, Academy of Management Conference, 2019
 Section Chair, Public Administration Section, 2019 Annual Meeting, Southern Political Science Association
 Kenneth J. Meier Award selection committee, Midwest Political Science Association, 2018, 2019
 Communication Chair, Public Administration Section, American Political Science Association, 2015-2018
 Member, Midwest Public Administration Caucus presidential selection committee, 2018
 Co-Chair, Public and Non-Profit Division Doctoral Consortium, 2017 Annual Meeting, Academy of Management
 Section Chair, Bureaucratic Politics Section, 2017 Annual Meeting, Midwest Political Science Association
 Volcker Junior Scholar Research Grant Award committee member, Public Administration Section, American Political Science Association 2016
 Section Co-Chair, Public Administration Section, 2016 Annual Meeting, Midwest Political Science Association
 Chair, Graduate Student Research and Career Development Section, 2015 Annual Meeting, Southern Political Science Association
 Editorial Assistant, *Journal of Public Administration Research and Theory*, 2012-2015
 Reviewer, *American Political Science Review*, *American Journal of Political Science*, *Journal of Politics*, *Political Research Quarterly*, *Policy Studies Journal*, *Journal of Public Administration Research and Theory*, *Public Administration Review*, *Public Administration*, *International Public Management Journal*, *American Review of Public Administration*, *Public Performance & Management Review*, *Governance*, *Administration*

and Society, Journal of Public and Nonprofit Affairs, Public Management Review, Research in Higher Education, Journal of Higher Education, Journal of Student Financial Aid, Education Policy
Discussant or Panel Chair, Meetings of the Southern Political Science Association, Midwest Political Science Association, American Political Science Association, Association for Public Policy Analysis and Management, Public Management Research Association

Other

Human Relations Chair, Great Plains Association for College Admissions Counseling, 2010-2011
Board Member, United Way, Norman, OK, 2008-2009

Professional Memberships:

Public Management Research Association
Midwest Political Science Association
American Political Science Association
Association of Public Policy Analysis and Management
Academy of Management
Association for the Study of Higher Education