

**JESSICA E. SOWA**  
**(As of October 1, 2024)**

Professor  
Joseph R. Biden, Jr. School of Public Policy & Administration  
University of Delaware  
180A Graham Hall  
Newark, DE 19716  
[jesowa@udel.edu](mailto:jesowa@udel.edu)

**EDUCATION**

*Maxwell School of Citizenship and Public Affairs, Syracuse University.*  
Ph.D. in Public Administration. August 2003

*University of Tennessee at Knoxville, Knoxville, TN.*  
Master of Public Administration. May 1999

*University of Massachusetts at Amherst, Amherst, MA.*  
Bachelor of Arts in Political Science, Cum Laude  
Bachelor of Arts in English, Cum Laude, Commonwealth Scholar  
May 1997

**ACADEMIC EMPLOYMENT HISTORY**

**Professor, Joseph R. Biden, Jr. School of Public Policy & Administration** University of Delaware, August 2020 to the present.

**Professor, School of Public and International Affairs,** College of Public Affairs, University of Baltimore, August 2019-August 2020.

**Director, Master of Public Administration program, School of Public and International Affairs,** College of Public Affairs, University of Baltimore, August 2018 to August 2020.

**Director, M.S. in Nonprofit Management and Social Entrepreneurship, School of Public and International Affairs,** College of Public Affairs, University of Baltimore, August 2016-August 2019.

**Associate Professor, School of Public and International Affairs,** College of Public Affairs, University of Baltimore, January 2016-August 2019.

**Associate Professor, School of Public Affairs,** University of Colorado Denver, August 2009 to December 2015.

**Director, Nonprofit Management Concentration, Master of Public Administration Program, School of Public Affairs, University of Colorado Denver, January 2012 to August 2014.**

**Associate Director, Master of Public Administration Program, School of Public Affairs, University of Colorado Denver, May 2010 to March 2012.**

**Director, Master of Public Administration Program, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, August 2008 to August 2009**

**Assistant Professor, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, August 2006 to August 2009.**

**Assistant Professor, Department of Political Science, University of South Carolina, August 2003 to August 2006.**

### **RESEARCH/TEACHING INTERESTS**

Organization Theory, Behavior, and Development  
Human Resource Management  
Public Management  
Nonprofit Management  
Public Administration

### **MOST RECENT COURSES TAUGHT**

University of Delaware  
UAPP 474/674 Strategic Fundraising and Marketing for Nonprofits  
UAPP 696 Human Resources in Public and Nonprofit Organizations  
UAPP 473/673 Governing Nonprofit Organizations  
UAPP/LEAD 167 Advocacy and Social Change  
UAPP 330: Public and Nonprofit Administration  
LEAD 404: Leadership in Organizations

University of Baltimore  
PUAD 621 Human Resource Management for Public and Nonprofit Organizations (online and in-person)  
PUAD 619 Public Management (in-person and online)  
PUAD 700 Concepts and Practices of Nonprofits (online)  
PUAD 704 Managing Diversity (online)  
PUAD 705/ HSAD 600 Fund Development and Grant-writing (in-person and online)  
PUAD 798 Problem Solving Seminar in Public Administration (MPA Capstone) (online and in-person)  
PUAD 824 Doctoral Seminar in Organization Theory (in-person)

University of Colorado Denver

PUAD 5002: Organizational Management and Behavior (for Accelerated MPA program, Executive MPA program, and online)

PUAD 5115: Effective Grant-writing for Public and Nonprofit Managers (for Accelerated MPA Program and online)

PUAD 5110: Seminar in Nonprofit Management (in-person and

online) PUAD 5220: Human Resource Management (in-person and online)

PUAD 8020: Doctoral Seminar in Public Management (in-person)

## **RESEARCH: PUBLICATIONS, PROJECTS, AND**

### **PRESENTATIONS**

#### **Books**

Piatak, Jaclyn S. and Jessica E. Sowa. (2025). *Volunteer Management: A Strategic Approach*. New York: Routledge.

Pearce, Jone and Jessica E. Sowa. 2024. *Organizational Behavior and Management: Real Research for Public and Nonprofit Managers, 2<sup>nd</sup> edition*. Irvine: Melvin and Leigh.

Zavattaro, Staci M., Jessica E. Sowa, Alexander C. Henderson, and Lauren Hamilton Edwards, eds. 2023. *Serving in Silence: The Untold Stories of Essential Public Servants*. New York: SUNY Press.

Guy, Mary E. and Jessica E. Sowa. 2022. *Human Resource Essentials for Public Service: People, Process, Performance*. Irvine: Melvin and Leigh. **Winner, 2023 Best Book Award from the Section on Personnel Administration and Labor Relations (SPALR), American Society for Public Administration.**

Pearce, Jone and Jessica E. Sowa. 2019. *Organizational Behavior: Real Research for Public and Nonprofit Managers*. Irvine: Melvin and Leigh.

Word, Jessica K.A. and Jessica E. Sowa, eds. 2017. *The Nonprofit Human Resource Management Handbook: From Theory to Practice*. New York, NY: CRC Press/Routledge. **Winner, 2019 Best Book Award from the Section on Personnel Administration and Labor Relations (SPALR), American Society for Public Administration.**

#### **Journal Articles**

Mirae Kim, Étienne Charbonneau, and Jessica E. Sowa (2024). The Nonprofit Starvation Cycle: The Extent of Overhead Ratios' Manipulation, Distrust, and Ramifications. *Nonprofit and Voluntary Sector Quarterly*, 0(0). <https://doi.org/10.1177/08997640241233724>

Peter Kruyen and Jessica E. Sowa. (2023). Essential But Ignored: Including Blue-Collar Workers into Human Resource Management Research. *Public Personnel Management*. 54(4): 521-542.

Alexander Henderson and Jessica E. Sowa. (2023). Creating Cohesive Volunteer Groups: The Role of Group Identification in Volunteer Fire Services. *Public Administration Quarterly*. 47(2): 223-246.

Stephanie Dolamore, Jessica E. Sowa, and Lauren Hamilton Edwards. (2022). Depicting the Work of Police Foundations on Social Media: A Visual Communication Analysis. *Journal of Public and Nonprofit Affairs*, 8(2): 168-194

Piatak, Jaclyn S., Jessica E. Sowa, Willow S. Jacobson, and Jasmine McGinnis Johnson. (2021). Infusing Public Service Motivation (PSM) Throughout the Employment Relationship: A Review of PSM and the Human Resource Management Process. *International Public Management Journal*, 24(1): 86-105

Sowa, Jessica E. (2020). Reinvigorating the Spirit of Strategic Human Resource Management. *Public Personnel Management*, 49(3), 331–335.

Jeremy L. Hall, William Hatcher, Bruce B. McDonald III, Patricia Shields, and Jessica E. Sowa. (2019). The Art of Peer Reviewing: Toward an Effective Developmental Process. *Journal of Public Affairs Education*. 25(3): 296-313.

Morgen S. Johansen and Jessica E. Sowa. (2019). Human Resource Management, Employee Engagement, and Nonprofit Hospital Performance. *Nonprofit Management and Leadership*. 29(4): 549-567.

Lauren Hamilton Edwards, Maja Husar Holmes, and Jessica E. Sowa. (2019). Including Women in Public Affairs Departments: Diversity is Not Enough. *Journal of Public Affairs Education*. 25(2): 163-184.

Henderson, Alexander and Jessica E. Sowa. (2019). Volunteer Satisfaction at the Boundary of Public and Nonprofit: Organizational- and Individual-Level Determinants. *Public Performance and Management Review*. 42(1): 162-189.

Henderson, Alexander and Jessica E. Sowa. (2018). Retaining Critical Human Capital: Volunteer Firefighters in the Commonwealth of Pennsylvania. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*. 29(1): 43-58.

Sowa, Jessica E. and Jiahuan Lu. (2017). Policy and Management: Considering Public Management and Its Relationship to Policy Studies. *Policy Studies Journal* 45(1): 74-100.

Jacobson, Willow S. and Jessica E. Sowa. (2016). Municipal Human Resource

Management: Challenges and Innovative Practices in Turbulent Times. *State and Local Government Review* 48(2): 121-131.

Chapman, Carrie, Getha-Taylor, Heather, Maja Husar Holmes, Willow S. Jacobson, Ricardo S. Morse, and Jessica E. Sowa. (2016). How Public Service Leadership is Studied: An Examination of a Quarter Century of Scholarship. *Public Administration* 94(1): 111-128.

Willow S. Jacobson and Jessica E. Sowa. (2015). Strategic Human Capital Management Practices in Municipal Governments: An Assessment of Implementation Practices. *Public Personnel Management*. 44(3): 317-339.

Sally Coleman Selden and Jessica E. Sowa. (2015). Voluntary Turnover in Human Service Organizations: The Impact of High Performance Work Practices. *Human Service Organizations: Management, Leadership, & Governance*. 39(3): 182-207.

Willow S. Jacobson, Jessica E. Sowa, and Kristina T. Lambright. (2014) Do Human Resource Departments Act as Strategic Partners? Strategic Human Capital Management Adoption by County Governments. *Review of Public Personnel Administration*. 34(3): 289-301.

Bushouse, Brenda and Jessica E. Sowa. (2012) Producing Knowledge for Practice: Assessing NVSQ 2000-2010. *Nonprofit and Voluntary Sector Quarterly* 41(3): 497-513.

Getha-Taylor, Heather, Maja Husar Holmes, Willow S. Jacobson, Ricardo S. Morse, and Jessica E. Sowa. (2011). "Focusing the Public Leadership Lens: Research Propositions and Questions in the Minnowbrook Tradition." *Journal of Public Administration Research and Theory* 21(S1): i83-i97.

Selden, Sally Coleman and Jessica E. Sowa. (2011) "Performance Management and Appraisal in Human Service Organizations: Management and Staff Perspectives." *Public Personnel Management* 40(3): 251-264.

Sowa, Jessica E. (2009) "The Collaboration Decision in Nonprofit Organizations: Views from the Front Line." *Nonprofit and Voluntary Sector Quarterly* 38(6): 1003-1025.

Sandfort, Jodi R., Sally Coleman Selden, and Jessica E. Sowa. (2008). "Do Government Tools Influence Organizational Performance?: Examining Their Implementation in Early Childhood Education." *American Review of Public Administration* 38 (4): 412-438.

Sowa, Jessica E. (2008) "Implementing Inter-Agency Collaborations: Exploring Variation in Collaborative Ventures in Human Service Organizations." *Administration and Society* 40(3): 298-323.

Hays, Steven W. and Jessica E. Sowa. (2006) "A Broader Look at the "Accountability" Movement: Some Grim Realities in State Civil Service Systems." *Review of Public*

*Personnel Administration* 26(2): 102-117.

Selden, Sally Coleman, Jessica E. Sowa, and Jodi R. Sandfort. (2006) "The Impact of Nonprofit Collaboration in Early Childhood Education on Management and Program Outcomes." *Public Administration Review* 66(3): 412-425.

Sowa, Jessica E., Sally Coleman Selden, and Jodi R. Sandfort. (2004) "No Longer 'Unmeasurable'?: A Multi-dimensional Integrated Model of Nonprofit Organizational Effectiveness." *Nonprofit and Voluntary Sector Quarterly* 33(4): 711-728.

Selden, Sally Coleman and Jessica E. Sowa. (2004) "Testing a Multi-Dimensional Model of Organizational Performance: Prospects and Problems." *Journal of Public Administration Research and Theory* 14(3): 395-416.

Sowa, Jessica E. and Sally Coleman Selden. (2003) "Administrative Discretion and Active Representation: An Expansion of the Theory of Representative Bureaucracy." *Public Administration Review* 63(6): 700-710.

### **Book Chapters**

Jessica E. Sowa. (2024). Volunteering and Work-Life Balance. In Dr. Peter Kruyen, Dr. Stéfanie André, and Prof. Dr. Beatrice van der Heijden, eds. *Maintaining a Healthy, Sustainable Work-Life Balance Throughout the Life Course: An Interdisciplinary Path to a Better Future*. Edward Elgar Publishing.

Jessica E. Sowa. (2024). Compensation: Total Rewards Programs in Nonprofit Organizations. In D. Renz, W. Brown, and F. Andersson, eds. *The Jossey-Bass Handbook of Nonprofit Leadership and Management, 5<sup>th</sup> edition*. Jossey-Bass Publishers.

Willow S. Jacobson and Jessica E. Sowa. The Hidden Hero: The Role of HR Offices in Building Inclusive and Empowered Government Workforces. (2024). In Sara Rinfret, ed. *Street-Level Public Servants: Case Studies for a New Generation of Public Administration*. New York: Routledge.

Sowa, Jessica E. (2023). Public Personnel Management: Its Significance for Government Performance. in Norma M. Riccucci, ed. *Public Personnel Management: Current Concerns, Future Challenges, 7<sup>th</sup> edition*. New York: Routledge.

Alexander Henderson and Jessica E. Sowa. (2022). Job design and motivation: Crafting the work of the public sector. In Edmund C. Stazyk and Randall S. Davis, Eds. *Handbook of Motivation Research in Public Administration*. Cheltenham, UK: Edward Elgar.

Sowa, Jessica E. (2021). Voluntary Turnover in Public Organizations. In Bram Steijn and Eva Knies, eds. *Research Handbook on HRM in the Public Sector*. Cheltenham, UK: Edward Elgar.

Sowa, Jessica E. (2017). "The Senior Executive Service: Past, Present, and Future?" in

Norma M. Riccucci, ed. *Public Personnel Management: Current Concerns, Future Challenges*, 6<sup>th</sup> edition. New York: Routledge.

Sowa, Jessica E. (2015). "Managing Employee Problems: State Government Grievance and Complaint Resource Systems and Practices." in R. Kearney and J. Cogburn, eds. *Public Human Resource Management: Problems and Prospects*, 6<sup>th</sup> Edition. CQ Press.

Sowa, Jessica E. (2015). "Nonprofit Organizational Effectiveness" in Melvin Dubnick and Domonic Bearfield, eds. *Encyclopedia of Public Administration and Public Policy*, 3<sup>rd</sup> Edition. UK: Taylor and Francis.

Bradbury, Mark, Jessica E. Sowa, and J. Edward Kellough. (2013). "Employee Turnover in Public Agencies: Examining the Extent and Correlates." In Ronald Burke, Andrew Noblet, and Cary Cooper, eds. *Human Resource Management in the Public Sector*. Cheltenham: Edward Elgar.

Gallagher, B. Kathleen and Jessica E. Sowa. (2013). "Social Media and Nonprofit Marketing." In Daragh O'Reilly, Ruth Rentschler and Theresa Kirchner, eds. *Routledge Companion to Arts Marketing*. New York: Routledge.

Hays, Steven W. and Jessica E. Sowa. (2010). "Staffing the Bureaucracy: Employment Recruitment and Selection." In Stephen E. Condrey, ed. *Handbook of Human Resource Management in Government*, 3<sup>rd</sup> Edition. San Francisco, CA: Jossey-Bass Publishers.

Sowa, Jessica E. (2009) "Employee Rights to Address Wrongs: Trends in State Government Grievance Practices." in S. Hays, R. Kearney, and J. Cogburn, eds. *Public Human Resource Management: Problems and Prospects*, 5<sup>th</sup> Edition. Longman.

Hays, Steven W. and Jessica E. Sowa. (2006) "Changes in State Civil Service Systems: A National Survey." In James S. Bowman and Jonathan P. West, eds. *American Public Service: Radical Reform and the Merit System*. Boca Raton: CRC Press.

Hays, Steven W. and Jessica E. Sowa. (2005) "Staffing the Bureaucracy: Employment Recruitment and Selection." In Stephen E. Condrey, ed. *Handbook of Human Resource Management in Government*, 2<sup>nd</sup> Edition. San Francisco, CA: Jossey-Bass Publishers.

Ingraham, Patricia W., Jessica E. Sowa, and Donald P. Moynihan. (2004) "Linking Dimensions of Public Sector Leadership to Performance." In Patricia W. Ingraham and Laurence E. Lynn, Jr., eds. *The Art of Governance: Analyzing Management and Administration*. Washington, DC: Georgetown University Press.

### **Book Reviews and Book Review Essays**

2016. Considering the Public in Public Management Research. *Journal of Public*

*Administration Research and Theory*. 26(3): 584-588.

2014. Teaching Human Resource Management for Public and Nonprofit Students: The Textbook Challenge. *Review of Public Personnel Administration*. 34(4): 421-426.

2009. *Forces for Good: The Six Practices of High-Impact Nonprofits*. Leslie R. Crutchfield and Heather McLeod Grant. San Francisco: Jossey-Bass, 2008. *Nonprofit and Voluntary Sector Quarterly*. 38(3): 552-555.

2008. *Thoughtful Fundraising: Concepts, Issues, and Perspectives*. Jill Mordaunt and Rob Paton, editors. London: Routledge, 2007. *Nonprofit and Voluntary Sector Quarterly* 37(3), 567-570.

2006. *Terra Incognita: Vacant Land and Urban Strategies*. Ann O'M Bowman and Michael A. Pagano. Washington, DC: Urban Institute Press, 2004. *Public Management Review*. 8(1), 178-180.

2005. *The Politics of Child Support in America*. Jocelyn Elise Crowley. Cambridge, UK: Cambridge University Press, 2003. *The Journal of Politics*. 67 (2), 613-614.

### **Other**

Hubert Project E-Case. The Nonprofit Executive Director's Journey: Learning the Job, Growing Your Organization. The Hubert Project. University of Minnesota.  
<http://www.hubertproject.org/hubert-material/323/> (Now on Publicases at <https://www.publicases.org/case/the-nonprofit-executive-directors-journey/>)

### **Working Papers**

Sowa, Jessica E. 2012. Managing People: The Need for Strategic Thinking and Action. *Colorado Municipal League: Knowledge Now*. February 2012.

Sowa, Jessica E. 2001. "Why Collaborate? Motivations for Early Childhood Education Partnerships." (Center for Policy Research, Syracuse University. The Investigating Partnerships in Early Childhood Education Study), <http://www.lynchburg.edu/business/i-piece/Motivation.pdf>.

Sowa, Jessica E. 2001. "Reconciling Policy Contradictions: Strategies for Blending Different Early Childhood Funding in One Classroom." (Center for Policy Research, Syracuse University. The Investigating Partnerships in Early Childhood Education Study), <http://www.lynchburg.edu/business/i-piece/Reconciling%20Policy%20.pdf>.

### **Talks, Conference Papers, and Presentations**

#### *Invited Talks*

University of Illinois Chicago April 2024



Rutgers University Newark March 2024  
University of Central Florida February 2024  
University of Hawaii April 2023  
SUNY-Albany, February 2022  
University of Kansas, September 2021  
American University Cairo, February 2021  
Seoul National University, January 2021  
UMass-Boston, November 2019  
Indiana University-Purdue University, March 2019  
Rutgers University Newark, Oct. 2018  
Georgia State University, Feb. 2018  
American University, Feb. 2018  
University of Maryland Baltimore County, Spring 2016  
George Washington University, Spring 2016  
University of Texas at Dallas, Fall 2013.

*Selected Recent Conference Presentations (Full List Available Upon Request)-*

Kimberley R. Isett and Jessica E. Sowa. Losing My Collaboration. Presented at the 2023 Conference of the International Research Society for Public Management Conference, Budapest, Hungary, April 2023.

Jessica E. Sowa. Changing the Culture of Academia. Presented at the 2022 Conference of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), Chicago, IL, October 2022.

Jessica Sowa. Feminist Rage: A Research Agenda for Public Management. Roundtable Discussion. 2022 Public Management Research Conference, Phoenix, AZ, May 2022.

Jessica E. Sowa. The Job Search. Students and New Professionals Summit. 2022 American Society for Public Administration (ASPA) Conference, Jacksonville, FL, March 2022.

Willow S. Jacobson, Jasmine McGinnis Johnson, Jaelyn S. Piatak, and Jessica E. Sowa. Infusing Public Service Motivation (PSM) Throughout the Employment Relationship: A Review of PSM and the Human Resource Management Process. Presented at the Elevating Public Service Motivation Conference, September 2019, Provo, UT.

Alexander C. Henderson and Jessica E. Sowa. Strengthening the Ties that Bind: Fostering Group Cohesiveness in Volunteer Fire Services. Presented at the 2019 Academy of Management Conference, August 2019, Boston, MA.

Stephanie Dolamore, Lauren Hamilton Edwards, and Jessica E. Sowa. Mediated Publicness: Visual Representations in Police Foundations. Presented at the 32<sup>nd</sup> Annual Meeting of the Public Administration Theory Network, May 2019, Denver, CO.

Jessica E. Sowa. Why Public Management Could Use a Serious Refresher Course in PA Theory. 40<sup>th</sup> Anniversary Plenary Panel. Presented at the 31<sup>st</sup> Annual Meeting of the Public Administration Theory Network, May 2018, Cleveland, OH.

Jessica E. Sowa, Lauren Hamilton Edwards, and Stephanie Dolamore. Reconsidering Public-Nonprofit Relations: Police Foundations and the Role of Organized Philanthropy in Traditionally Public services. Paper presented at the 79<sup>th</sup> Annual Conference of the American Society for Public Administration (ASPA), March, 2018, Denver, CO.

Jessica E. Sowa, Lauren Hamilton Edwards, and Stephanie Dolamore. Reconsidering Public-Nonprofit Relations: Police Foundations and the Role of Organized Philanthropy in Traditionally Public Services. Paper presented at the 2017 Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, November 2017, Grand Rapids, MI.

Jacobson, Willow and Jessica Sowa. Structure and Function: The Role of HR Departments in County Government. Paper presented at the 78<sup>th</sup> Annual Conference of the American Society for Public Administration (ASPA), Atlanta, GA, March 2017.

Henderson, Alexander and Jessica E. Sowa. Individual and Organizational Level Determinants of Volunteer Satisfaction in Volunteer Fire Departments. Paper presented at the 2016 Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, November 2016, Washington, D.C.

Henderson, Alexander and Jessica E. Sowa. Individual and Organizational Level Determinants of Volunteer Satisfaction in Volunteer Fire Departments. Paper presented at the 2016 Northeast Conference on Public Administration, November 2016, Harrisburg, PA.

Henderson, Alexander and Jessica E. Sowa. Retaining Critical Human Capital: Volunteer Firefighters in the Commonwealth of Pennsylvania. Paper presented at the 77<sup>th</sup> Annual Conference of the American Society for Public Administration, Seattle, WA, March 2016.

Johansen, Morgen and Jessica E. Sowa. Employee Engagement and Nonprofit Organizational Performance: An Examination of a High Involvement Work Practice. Paper presented at the 2015 Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, November 2015, Chicago, IL.

Jessica E. Sowa. Case Study Teaching Colloquium. (with Laura Deitrick, Patricia Libby, and Jeffrey Greims). Presented at the 2014 Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, November 2014, Denver, CO

Sally Coleman Selden and Jessica E. Sowa. Employee Relations in Nonprofit Human

Service Organizations: The Impact of High Performance Work Systems. Paper presented at the 2014 Southern Management Association Conference, November 2014, Savannah, GA.

Jessica E. Sowa, Lonnie Schaible, and Mary E. Guy. Reflecting Community Values in a Public Workforce: Police Recruitment Practices. Paper presented at the 2014 Northeast Conference on Public Administration, November 2014, Portsmouth, NH.

Sally Coleman Selden and Jessica E. Sowa. The Relationship between High Performance Work Systems and Organizational Turnover in Nonprofit Human Service Organizations. Paper presented at the 2013 Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, November 2013, Hartford, CT.

Developing a MPA Curriculum that Meets the Emerging Context, Function, and Jurisdiction of Public Leadership (with Maja Husar Holmes, Willow Jacobson, and Ricardo Morse). Roundtable Presentation at the 2013 Conference of the National Association of Schools of Public Administration and Affairs (NASPAA), Washington, DC, October 2013.

Jessica E. Sowa. Teaching Human Resource Management to Public and Nonprofit Students: An Assessment of Curriculum in Top Public Affairs Programs. Paper presented at the 2013 Conference of the National Association of Schools of Public Administration and Affairs (NASPAA), Washington, DC, October 2013.

### **GRANT FUNDING**

High Performance Work Systems in Nonprofit Organizations: Surfacing Better Practices to Improve Nonprofit HRM Capacity. Sally Coleman Selden and Jessica E. Sowa, Co-Principal Investigators, the Society for Human Resource Management (SHRM) Foundation, \$67,045, August 1, 2012-July 31, 2014.

### **AWARDS AND HONORS**

2024 Fellow, National Academy of Public Administration

2023 Best Book Award from the Section on Personnel Administration and Labor Relations (SPALR), American Society for Public Administration. For *Human Resource Essentials for Public Service: People, Process, Performance*. Irvine: Melvin and Leigh.

2020 Outstanding Scholar Award, Section on Personnel Administration and Labor Relations (SPALR), American Society for Public Administration

2020 Outstanding Mentorship Award, Section for Women in Public Administration (SWPA), American Society for Public Administration.

2019 Best Book Award, Section on Personnel Administration and Labor Relations (SPALR), American Society for Public Administration for *The Nonprofit Human Resource Management Handbook: From Theory to Practice*.

Winner of the Slavin-Patti Award for 2015-Best Practice Research, *Human Service Organizations: Management, Leadership, and Governance* for Voluntary Turnover in Human Service Organizations: The Impact of High Performance Work Practices.

Participant, Phase One Pre-conference Workshop for the 50 New Public Administration Scholars, Minnowbrook Three, September 2008.

Best Article 2006, *Review of Public Personnel Administration*, for “A Broader Look at the “Accountability Movement: Some Grim Realities in State Civil Service Systems,” presented by the Section on Personnel Administration and Labor Relations, American Society for Public Administration, March 2007.

Student Honors:

Maxwell School of Citizenship and Public Affairs Dissertation Fellowship, 2002-2003.

Public Administration Student of the Year, East Tennessee Chapter of the American Society for Public Administration 1998.

Pi Alpha Alpha Public Administration Honor Society 1998.

Phi Beta Kappa National Honor Society 1997.

Phi Kappa Phi National Honor Society 1997.

Pi Sigma Alpha Political Science Honor Society 1996.

Golden Key National Honor Society 1996.

## **SERVICE**

### ***Discipline***

Co-Editor-in-chief, *Perspectives on Public Management and Governance*, July 2022 to the present.

Editor-in-chief, *Review of Public Personnel Administration*, January 2018 to December 31, 2023 (currently ranked #10 in public administration in the Journal Citation Reports).

Member, Executive Committee, Section on Public Administration Research, American Society for Public Administration, March 2020 to the present.

Member, Executive Committee, Section on Historical, Artistic, and Reflective Expression, American Society for Public Administration, Fall 2022 to the present.

Chair, Board of Directors, Public Administration Theory Network, August 2023 to

August 2024

Vice-Chair, Board of Directors, Public Administration Theory Network, August 2022 to August 2023.

Member, Board of Directors, Public Administration Theory Network, June 2020 to August 2022.

Member, Board of Trustees, Northeast Conference of Public Administration, November 2016 to May 2022.

Track Chair, Conference Track, 2018 ARNOVA Conference.

Track Chair, Accountability, Evaluation, Effectiveness, and Outcomes, 2017 ARNOVA Conference.

Secretary, Board of Directors, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2015-November 2016.

Member, Board of Directors, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2010-November 2016.

Chair, Committee for the Beryl Radin Award for Best Article in the *Journal of Public Administration Research and Theory*, Public Management Research Association. 2017  
Member, Committee for the Beryl Radin Award for Best Article in the *Journal of Public Administration Research and Theory*, Public Management Research Association. 2016

Treasurer, Public and Nonprofit Management Division, the Academy of Management Association, August 2011-August 2014.

Member, Book Award Committee, Public and Nonprofit Management Division, the Academy of Management Association, 2013, 2020.

Member, Book Award Committee, Section on Public Administration Research, 2012, 2013.

Member, Dissertation Award Committee, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), 2022

Co-Chair, Book Award Committees, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), 2020

Chair, Book Award Committees, Association for Research on Nonprofit Organizations and Voluntary Action, 2018.

Member, Book Award Committees, Association for Research on Nonprofit Organizations and Voluntary Action, 2017.

Site Visitor, Commission on Peer Review and Accreditation (COPRA), Network of Schools of Public Policy, Affairs and Administration (NASPAA), 2019, 2020, 2021.

Panel Chair, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

Member, Editorial Board, *Public Administration Quarterly*.

Member, Editorial Board, *Public Administration Review*. Term ended December 31, 2023

Member, Editorial Board, *Journal of Public Administration Research and Theory*. Term ended December 31, 2018.

Member, Editorial Board, *Review of Public Personnel Administration* until Jan. 2018 (took over as editor).

Member, Board of Advisors, *International Review of Public Administration*.

Member, Editorial Board, *Journal of Public Affairs Education*. Term ended January 2023

Member, Editorial Board, *Public Personnel Management*.

Member, Editorial Board, *Public Performance and Management Review*.

Member, Editorial Board, *Journal of Nonprofit Education and Leadership*. Term ended 2014.

#### Outside Doctoral Committee Work

External Committee Member, University of Central Florida, Lauren O'Byrne, Defended, Spring 2016

External Committee Member, University of Maryland Baltimore County, Michelle Goddard, Defended Spring 2018

External Committee Member, University of Maryland Baltimore County, Michael Hassett, Defended July 2019

External Committee Member, Rutgers University Newark, Razilya Shakirova, Defended Spring 2020

External Committee Member, KU Leuven University (Belgium) Phillip Rogiers, Defended Summer 2020

External Committee Member, Georgia State University, Bo Li, Defended Summer 2023

External Tenure and Promotion Letters written for: American University, University of North Florida, University of Texas, Dallas, City College of New York, University of North Carolina, Charlotte, University of Texas, Arlington, University of Nevada, Las Vegas, University of Maryland, College Park, University of Massachusetts, Boston, University of Missouri, Kansas City, University of Hawaii, University of Alabama Birmingham, Kent State University, University of Missouri St. Louis, North Carolina State University, University of Kansas, University at Albany-SUNY, Indiana University, Purdue University-Indianapolis, Colorado College, Florida Atlantic University, New Mexico State University, Indiana University Bloomington, University of Texas San Antonio, Arizona State University, University of Oregon, the Ohio State University, University of Maryland College Park, Sapir Academic College (Israel).

Member, Nonprofit Management Education Section, NASPAA (2017-2020).

Chair, Teaching Section, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) 2008-2009, 2009-2010.

Member, Education Sub-Committee of the Board of Directors of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

Vice-Chair, Teaching Section, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), 2006-2007, 2007-2008.

Manuscript Reviewer, *Administration and Society*, *Voluntas*, *Voluntary Sector Review*, *Journal of Public Policy*, *Perspectives on Public Management and Governance*, *Public Management Review*, *Public Performance and Management Review*, *Journal of Public Administration Research and Theory*, *Public Administration Review*, *Public Administration Quarterly*, *Public Administration*, *Administrative Theory and Praxis*, *International Review of Administrative Sciences*, *American Review of Public Administration*, *Political Analysis*, *Nonprofit and Voluntary Sector Quarterly*, *International Journal of Public Leadership*, *Nonprofit Management and Leadership*, *Acta Politica*, *Review of Public Personnel Administration*, and *Politics and Policy*.

Book Reviewer and Book Proposal Reviewer, CQ Press, Routledge, Sage.

Member, Emerging Scholar Award Committee, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). 2007

Member, Award Committee, Best Article in *Nonprofit and Voluntary Sector Quarterly*. 2007

Member, Planning Committee for the Teaching Workshop, 2006 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

Chair, Planning Committee for the Teaching Workshop, 2005 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action

(ARNOVA).

***College/School Level***

University of Delaware:

Member, Graduate Council, Fall 2023 to the present

Member, Awards Committee, Fall 2023 to the present

Search Committee Member, Political Economy Professor search, Fall 2023

Search Committee Member, Stavros Niarchos Foundation Professor search, Fall 2021

Search Committee Chair, MPA Director, Associate Professor, Fall 2021

Chair, Diversity Committee, Biden School. January 2023 to August 2023.

Member, Diversity Committee, Biden School, ended May 2022

Member, Tenure and Promotion Committee, Biden School ended May

2022 University of Baltimore:

Director, MS in Nonprofit Management and Social Entrepreneurship program, August 2016-August 2019.

Director, Master of Public Administration Program, August 2018-August 2020

Member, College of Public Affairs Research Advancement Committee, University of Baltimore, Spring 2016 to August 2020.

Member, Search Committee, Public Administration, School of Public and International Affairs, College of Public Affairs, University of Baltimore, 2016.

**Dissertation Committee Work:**

University of Delaware:

Jennifer Daniels (Member), Defended Spring 2022



University of Baltimore:

Frederick Banks (Chair/Member), Defended Spring 2021

Ashley Gavin (Member), Defended Fall 2020

Antonio Borrego (Chair), Defended, Summer 2020

Megan Norris (Member), Defended Spring 2018

Stephanie Dolamore (Member), Defended, Spring 2018

University of Colorado Denver:

Chair, Kathleen Gallagher, Defended 2014

Chair, Jason Machado, Defended 2016

Member, Robyn Mobbs, Defended 2013

Member, Sean McCandless, Defended, 2017

Member, Lucy Mermagen, Defended, 2014

Member, Kerry Kuenzi, Defended 2015

Member, David Carter, Defended 2016

Member, Amy Carrier, Defended 2015

Presenter, Certified Public Managers Program, College of Public Affairs, University of Baltimore.

Director, Nonprofit Management Concentration, Master of Public Administration Program, School of Public Affairs, University of Colorado Denver, January 2012 to August 2014.

Associate Director, Master of Public Administration Program, School of Public Affairs, University of Colorado Denver, May 2010 to March 2012.

Presenter, Certified Public Managers Program, School of Public Affairs, University of Colorado Denver.

Presenter, Rocky Mountain Leadership Program, School of Public Affairs, University of Colorado Denver.

Chair, Search Committee, Faculty position in Public and Nonprofit Management, School of Public Affairs, University of Colorado Denver. AY 2013/2014

Member, PhD Comprehensive Exam Committee (Written and Oral), School of Public Affairs, University of Colorado Denver, Summer 2012, Summer 2013, Summer 2014, Summer 2015.

Member, MPA Committee, School of Public Affairs, University of Colorado Denver. 2009-2010, 2010-2011, Spring 2012.

Member, Search Committee, Faculty position in Local Government, School of Public Affairs, University of Colorado Denver. 2009

Member, Search Committee, Domestic Violence Specialists, END Violence Project, Center for Domestic Violence, School of Public Affairs, University of Colorado Denver. 2009.

Member, Search Committee, Public Administration Instructor School of Public Affairs, University of Colorado Denver. 2011, 2013

Director, Master of Public Administration Program, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, August 2008 to August 2009

Member, Search Committee for Public Administration Faculty Position, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, AY 2008/2009.

Member, Curriculum Committee, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, 2008-2009.

Member, Undergraduate Curriculum Committee, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, 2007-2008.

Undergraduate Committee, University of South Carolina, Department of Political Science, 2005-2006.

Admissions Committee, Master of Public Administration Program, University of South Carolina.

Faculty Advisor, University of South Carolina Public Administration Student Association, 2004-2006.

Faculty Advisor, University of South Carolina Pi Alpha Alpha Public Administration Honor Society, 2003-2006.

Undergraduate Committee, University of South Carolina, Department of Political Science, 2003-2004.

Search Committee, Department of Political Science, University of South Carolina, American Politics, AY 2004/2005.

### ***University Level***

Member, Graduate College Council, University of Delaware, Fall 2023 to the present

Member, Dean Advisory Search Committee, Biden School, University of Delaware

Member, Graduate Council, University of Baltimore, Spring 2017 to Spring 2019.

Member, Council of University System Faculty (CUSF), Maryland, March 2016-Fall 2017.

Member, University Faculty Senate, University of Baltimore, Spring 2017 to August 2020.

Member, Online Advisory Board, University of Baltimore, Spring 2018 to Fall 2019.

Member, Search Committee, Writing Coordinator, University of Baltimore, Spring 2017.

Member, Search Committee, Director of Online Learning, University of Baltimore, Spring 2018.

Member, Search Committee, Director of the Center for Faculty Development, Spring/Summer 2015, University of Colorado Denver

Chair, University Committee on Learning, Educational Technology, Teaching, and Scholarship Committee, University of Colorado Denver. 2013-2014, 2014-2015.

Member, University Committee on Learning, Educational Technology, Teaching, and Scholarship Committee, University of Colorado Denver. 2009-2010, 2010-2011, 2011- 2012, 2012-2013.

Member, Online Advisory Board, University of Colorado Denver, 2013-2015.

Member, Equal Opportunity Hearing Board, Cleveland State University, 2007-2008, 2008-2009.

Member, University Athletics Committee, Cleveland State University, 2007-2008, 2008- 2009.

Trainer for Project Access, Human Resource Management for Nonprofit Organizations, October 2008, June 2009.

Program Development, Intergovernmental Relations Track, Career Executive Service, Cleveland State University, September 2007 and 2008.

Presenter, "Collaborative Public Management," Intergovernmental Relations Track, Career Executive Service, Cleveland State University, September 2007, 2008.

Faculty Senator, University of South Carolina.

Faculty Associate, Preston College, University of South Carolina.

### **CONSULTING**

The Urban Institute  
Mathematica Policy Research  
U.S. Department of Health and Human Services, Administration for Children and Families

### **CONFERENCE PLANNING AND ORGANIZATION**

Co-Chair, Conference Planning Committee, ARNOVA Annual Conference, 2011  
Conference, 2012 Conference, 2013 Conference

Exploring Early Childhood Collaboration in Virginia: Bringing Communities Together.  
Lynchburg College. June 2-3, 2002.

Fostering a New Community: A Workshop on Early Childhood Education Collaboration.  
Syracuse University. May 21-22, 2001.

### **PROFESSIONAL ASSOCIATIONS**

Association for Research on Nonprofit Organizations and Voluntary  
Action  
Public Management Research Association  
American Society for Public Administration  
Academy of Management  
Public Administration Theory Network