

**Carolyn Ban**  
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Carolyn Ban is a professor at the Graduate School of Public and International Affairs (GSPIA), specializing in public management, human resources management, organizational culture and organizational change, and the management of international organizations.

Dr. Ban joined the University of Pittsburgh as dean of GSPIA in 1997. After serving for almost ten years, she spent 2006-2007 on sabbatical at the Université libre de Bruxelles. She returned full-time to the faculty in September 2007 and is currently teaching the following courses:

- Managing People in the Public and Nonprofit Sectors
- Managing International Organizations
- Capstone in Managing Nonprofit Organizations

Dr. Ban has published broadly in the areas of public management and personnel policy, with a focus on civil service reform and administrative reform. Her books include *How Do Public Managers Manage? Bureaucratic Constraints, Organizational Culture, and the Potential for Reform* and *Public Personnel Management: Current Concerns, Future Challenges*. Her research is nationally known, and she has testified before the Senate as part of an expert panel on federal civil service reform.

Ban's current research focus is on management of the European Commission. In 2013, she published *Management and Culture in an Enlarged European Commission: From Diversity to Unity?* In 2014, she was awarded the Larry Neal prize for Excellence in EU Research. Her current research is examining the impact of budget cuts on the European Commission.

Dr. Ban graduated cum laude from Smith College in Political Science, earned a master's degree in Russian Area Studies from Harvard University, and received her Ph.D. degree in Political Science from Stanford University.

Before joining GSPIA, she was a faculty member in the Rockefeller College of Public Administration and Policy, State University of New York at Albany, where she directed the MPA program. She has also served as Division Chief of a research division at the U.S. Office of Personnel Management, and a manager at Arthur Young & Company. She began her academic career as a faculty member at Ohio State University.

Dr. Ban has taught, conducted training courses and lectured on such topics as civil service reform, administrative reform in the U.S. and in transitional democracies, evaluation of public-sector programs, and ethics for bureaucrats. She has consulted for the World Bank on civil service reform in Russia and has served as a guest professor at the International Management Institute in Samara, Russia. She is fluent in French and also speaks Russian and Italian.

Dr. Ban is the past President of the National Association of Schools of Public Affairs and Administration. She chaired the finance committee of the Association of Professional Schools of International Affairs and is a member of the board of the local chapter of the International Personnel Management Association. She is also a member of the American Political Science Association, American Society for Public Administration, and American Evaluation Association. She has served on the Educators Advisory Council for the General Accounting Office and on the Educators Advisory Board of

the Partnership for Public Service, and is a member of the conseil scientifique of the Revue française d'administration publique (the French Review of Public Administration).

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