

Carolyn Ban, Ph.D.

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Education: B.A., Smith College (cum laude, Political Science), 1964
1962-63 Université de Genève et l'Institut universitaire de hautes études
internationales
M.A., Harvard University (Regional Studies of the Soviet Union), 1966
Ph.D., Stanford University (Political Science), 1975

Professional Experience:

2006 to present **Professor, Graduate School of Public and International Affairs, University of Pittsburgh:** Teaching areas: Human resources, public management, management of international organizations, doctoral field course on public administration.

2010 **Acting Director, European Union Center of Excellence/European Studies Center, University of Pittsburgh.**

2009 (February-June) **Fulbright Scholar, Public Management Institute, Catholic University, Leuven, Belgium.** Continued my research on the European Commission and conducted a study of the motivation of staff of the Commission.

2010 to present **Collaborateur scientifique:** permanent visiting status at the Institute for European Studies, Université libre de Bruxelles.

2006-2007: **Visiting Professor, Université libre de Bruxelles.** I spent my sabbatical year at the Institut d'Études européennes conducting research on the European Commission and preparing a new course on managing international organizations.

1997 to 2006: **Dean, Graduate School of Public and International Affairs, University of Pittsburgh.**
Leader of a nationally ranked school with enrollment of 800 students (half undergraduates), faculty of 35, staff of 24. Responsible for strategic direction, academic programs, faculty selection and development, budget and management, external relations, fundraising.

1996-1997 **Professor, Department of Public Administration, Graduate School of Public Affairs, SUNY, Albany.**

1989 to 1996: **Associate Professor, Department of Public Administration, Graduate School of Public Affairs, SUNY-Albany.**

Director of MPA Program, 1993 - 1995

Taught courses on introduction to public administration, human resources management, public personnel administration, program evaluation and ethics.

- January-June, 1991 **Guest Scholar, the Brookings Institution**
- 1982-1989 **Assistant Professor, Department of Public Administration,
Graduate School of Public Affairs, SUNY-Albany**
- Director of MPA Program, 1987-1990
- 1979 - 1982: **Division Chief** (as of 10/80); **Program Analyst** (11/79 - 9/80). Civil Service Reform Act Evaluation Management Division, Office of Personnel Management.
- Led a research division of 15 staff and managed a budget of \$1.5 million, including major external evaluation contracts. Responsible for coordinating evaluation of a major administrative reform both with the agency and government-wide.
- 1978 - 1979: **Manager** (as of 7/79); **Associate** (7/78 - 6/79). Arthur Young & Company, Washington, D.C.
- Staffed and directed large-scale evaluations of federal social programs. Responsible for developing proposals for major funded research programs.
- 1976 - 1978: **Senior Research Analyst**. Educational Systems Corporation, Washington, D.C.
- Staffed and directed evaluation and training programs for federal agencies, including a train-the-trainers program.
- 1975 - 1976: **Research Associate**, Mershon Center, Columbus, Ohio.
- 1971 - 1975: **Instructor**. Department of Political Science, The Ohio State University.

PUBLICATIONS:

Books:

Management and Culture in an Enlarged European Commission: Unity in Diversity? Palgrave Macmillan, March, 2013. Awarded the Larry Neal Prize for Excellence in EU Research.

Public Personnel Management: Current Concerns, Future Challenges, First, second, and third editions (co-edited by Norma Riccucci), Longman, 1991, 1997, and 2002.

How Do Public Managers Manage? Bureaucratic Constraints, Organizational Culture, and the Potential for Reform, Jossey-Bass, 1995.

Legislating Bureaucratic Change: The Civil Service Reform Act of 1978 (co-edited by Patricia Ingraham), SUNY Press, 1984.

Book Chapters:

“Hiring in the Federal Government: Balancing Technical, Managerial, and Political Imperatives,” in Norma Riccucci, ed. *Public Personnel Public Personnel Management: Current Concerns, Future Challenges*, 5th ed. Longman, 2011.

“The Changing Roles of the Human Resources Office,” coauthored with Charles Gossett, in Steve Condrey, ed., *Handbook of Human Resource Management in Government*, 3rd ed. Jossey-Bass, 2010.

“ ‘Sorry, I Don’t Speak French’: the Impact of Enlargement on Language Use in the European Commission,” in Michel Gueldry, ed. *How Globalizing Professions Deal with National Languages: Studies in Cultural Studies and Cooperation*. Lewiston, NY, the Edwin Mellen Press, 2010.

« La fabrication des nouveaux « eurocrates Auto-sélection, sélection et socialisation des fonctionnaires de la Commission européenne des nouveaux pays membres » (English title: The Making of the New ‘Eurocrats’ : Self-Selection, Selection, and Socialization of European Commission Staff from the New Member States). in Hélène Michel et Cécile Robert, eds. *La fabrique des « Européens » : Processus de socialisation et construction européenne*, Strasbourg, Presses universitaires de Strasbourg, 2010, chapter 3, pp.103-128.

"Hiring in the Federal Government: Political and Technological Sources of Reform," in Norma Riccucci, ed. *Public Personnel Management: Current Concerns, Future Challenges*, 4th ed. Longman, 2006.

"The National Performance Review as Implicit Evaluation of CSRA: Building on or Overturning the Legacy?" in James Pfiffner and Douglas Brook, eds *The Future of Merit*, Woodrow Wilson Press and Cambridge University Press, 2000.

“The Changing Role of the Personnel Office,” in Steve Condrey, ed., *Handbook of Human Resource Management in Government*, Jossey-Bass, 1998. Revised for second edition, 2005.

“The Challenges of Cutback Management” and “Hiring in the Public Sector: 'Expediency Management' or Structural Reform,” in Ban and Riccucci, eds., *Public Personnel Management: Current Concerns, Future Challenges*, Longman, 1997.

“Unions, Management, and the NPR: Forging a New Partnership?” in Donald F. Kettl and John J. DiIulio, Jr, eds. *Inside the Reinvention Machine: Appraising Governmental Reform*, the Brookings Institution, 1995.

“Personnel Systems and Labor Relations; Steps Toward a Quiet Revitalization,” (with Norma Riccucci), in Frank Thompson, Ed., *Revitalizing State and Local Public Service*, Jossey-Bass, 1993.

“Research and Demonstration under CSRA: Is Innovation Possible?” in David Rosenbloom and Patricia W. Ingraham, eds. *The Civil Service Reform of 1978: a Retrospective Evaluation*, University of Pittsburgh Press, 1992.

“Productivity and the Personnel Process,” (with Sue Faerman and Norma Riccucci), in *Public Productivity Handbook*, Marc Holzer, ed., Marcel Dekker, 1992.

“The Senior Executive Service and Political Control of the Bureaucracy,” (with Toni Marzotto and Edie Goldenberg), in David Rosenbloom, ed., *Public Personnel Policy: The Politics of Civil Service*, Academus Press, 1985.

“Civil Service Reform: Legislating Bureaucratic Change,” (with Patricia W. Ingraham), in Patricia W. Ingraham and Carolyn Ban, eds. *Legislating Bureaucratic Change: The Civil Service Reform Act of 1978*, SUNY Press, 1984.

“Implementing Civil Service Reform: Structure and Strategy,” in Patricia W. Ingraham and Carolyn Ban, eds. *Legislating Bureaucratic Change: The Civil Service Reform Act of 1978*, SUNY Press, 1984.

“Delegations of Examining: Objectives and Implementation,” (with Toni Marzotto), in Patricia W. Ingraham and Carolyn Ban, eds. *Legislating Bureaucratic Change: The Civil Service Reform Act of 1978*, SUNY Press, 1984.

“Controlling the Bureaucracy: Will SES Make a Difference?” (with Toni Marzotto and Edie Goldenberg), in G. Caiden and H. Seidenkopf, Eds., *Administrative Reform Strategies*, Lexington Books, 1982.

Articles:

« Intégrer la "maison" communautaire. L'arrivée au sein de la Commission des directeurs issus des nouveaux Etats membres, » (English title : Coming into the House : the Arrival in the European Commission of Directors from the New Member States), *Revue française d'administration publique*, June, 2010.

“Reforming the Staffing Process in the European Union Institutions: Moving the Sacred Cow out of the Road,” *International Review of Administrative Sciences*, 76,1, March, 2010.

“Central and East Europeans in the European Commission: a Force for Change?” June 2008, Cahier No. 11, GRASPE (Groupe de Réflexion sur l’avenir du Service Public Européen)

“Two-Speed Change within the European Commission,” 2008. Published in Polish, in *Nowa Europa, Przegląd Natoliński (New Europe, Natolin Review)*

“Human Resource Challenges of Human Service and Community Development Organizations: Recruitment and Retention of Professional Staff,” with Alexis Drahnak-Faller and Marcia Towers. *Review of Public Personnel Administration*, 23, 2, June 2003, pp. 133-153.

“Exploring the ‘Brain Drain’ From Older Industrial Cities: The Pittsburgh Region,” with Susan Hansen and Leonard Huggins, *Economic Development Quarterly*, 17, 2, May, 2003, pp. 132-147.

“The Contingent Workforce in the U.S. Federal government: a Different Approach,” *International Review of Administrative Science*, March, 1999.

“Reinventing the Federal Civil Service: Drivers of Change,” *Public Administration Quarterly*, Spring, 1998.

“New York State: Civil Service Reform in a Complex Political Environment,” (with Norma Riccucci), *Review of Public Personnel Administration*, XIV, 2, Spring, 1994, pp. 28-39.

“Trainee Satisfaction and Training Impact: Issues in Training Evaluation,” (with Sue Faerman), *Public Productivity and Management Review*, XVI, 3, 1993, pp. 299-314.

“Drug Testing in the Federal Workplace: An Instrumental and Symbolic Assessment,” (with Frank Thompson and Norma Riccucci), *Public Administration Review*, November/December, 1991, pp. 515-525.

“The State of the Merit System: Perceptions of Abuse in the Federal Civil Service,” (with Harry Redd) in *Review of Public Personnel Administration*, Summer, 1990, pp. 55-72.

“Issues in the Evaluation of Management Training,” (with Sue Faerman) in *Public Productivity and Management Review*, Spring 1990, pp. 271-286.

“Short-Timers: Political Appointee Mobility and its Impact on Political-Career Relations in the Reagan Administration,” (with Patricia Ingraham), *Administration and Society*, May, 1990, pp. 106-124.

“Q.E.D.: The Research and Demonstration Provisions of CSRA,” *Policy Studies Journal*, Winter, 1988-89, pp. 420-434.

“The Unfair Labor Practice Process as a Dispute-Resolution Technique in the Public Sector: The Case of New York State,” (with Norma Riccucci), *Review of Public Personnel Administration*, Spring 1989, pp. 51-67.

“Retaining Quality Employees: Life After PACE,” (with Patricia Ingraham), *Public Administration Review*, May/June 1988, pp. 708-718.

“Politics and Merit” (with Patricia Ingraham), *Review of Public Personnel Administration*, Spring 1988, pp. 7-19.

“The Crisis of Morale and Federal Senior Executives,” *Public Productivity Review*, Fall 1987, pp. 31-49.

“Models of Public Management: Are They Useful to Federal Managers in the 1980's”? (with Patricia Ingraham) *Public Administration Review*, March/April 1986, pp. 152-160.

“Delegations of Examining: Objectives and Implementation” (with Toni Marzotto), *Review of Public Personnel Administration*, Fall 1984, pp. 1-11.

“Firing the Unproductive Employee: Will the Civil Service Reform Act Make a Difference?” (with Edie Goldenberg and Toni Marzotto), *Review of Public Personnel Administration*, Symposium on Civil Service Reform, Spring 1982, pp. 87-100.

Research Reports:

The Challenge of Nonprofit Leadership: A Comparative Study of Nonprofit Executives in the Pittsburgh Region (with Marcia Towers). Research funded by a grant from the William J. Copeland Fund of the Pittsburgh Foundation, July, 2003.

Human Resource Challenges of Human Service and Community Development Organizations: Recruitment and Retention of Professional Staff in the Not-for-Profit Sector (with Alexis Drahnak and Marcia Towers). Research funded by a grant from the William J. Copeland Fund of the Pittsburgh Foundation, June, 2002.

Personnel Systems, Labor Relations, and Government Performance (with Norma Riccucci), Paper prepared for the National Commission on the American State and Local Public Service, September, 1991, 34 pp.

Advanced Human Resources Development Program Final Evaluation Report (with Sue R. Faerman). Prepared for New York State Governor's Office of Employee Relations, August, 1988, 120 pp.

Results and Recommendations of a Training Needs Assessment for the New York State Department of Labor, August, 1987, 35 pp.

Handbook on Training, prepared under contract to National Archives and Records Service, September 1977, 113 pp.

Book reviews:

“A Useful Antidote,” Review of Joseph Wholey, Kathryn Newcomer et al., *Improving Government Performance: Evaluation Strategies for Strengthening Public Agencies and Programs in Public Administration Review*, 51, 4, July/August 1991, pp. 370-371.

Participation at Conferences: (selected)

“Lasting Effects of the Kinnock Reforms? The Case of Staff Appraisals,” Paper presented at the Annual Meeting of the European Union Studies Association, Boston, May, 2015.

“Politicization or Political Control of Bureaucracy: Where Should We Draw the Line?” Organized and chaired panel at annual meeting of NISPAcee, Budapest, May, 2014.

“Drawing the Line between Political Control and Politicization: an analysis of public administration theory.” Paper presented as part of above panel.

“Management and Culture in an Enlarged European Commission: From Diversity to Unity?” Presentation at the Annual Meeting of the Council for European Studies, Amsterdam, June 2013.

“The Impact of Enlargement on the European Commission’s Management and Culture,” Paper presented at the Annual Meeting of NISPAcee, Belgrade, Serbia, May, 2013

“How Much Does Nationality Shape Management Style within the European Commission? The Case of Managers from Central and Eastern Europe,” Paper presented at the Biennial Meeting of the European Union Studies Association, Baltimore, May, 2013.

Colloquy panel: Internationalizing the MPA: Incorporating management of International Governmental and Non-Governmental Organizations into the Curriculum. Organized and participated in panel at annual meeting of the National Association of Schools of Public Affairs and Administration (NASPAA), Austin, October, 2012.

“After Conditionality: Progress or Backsliding in Civil Service Reform in the New Member States of the European Union? (coauthored with Emilia Zankina and Farhod Yuldashev). Paper presented at annual conference of NISPAcee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe), Lake Ohrid, Macedonia, 2012.

“Has the Management Culture of the European Commission Really Changed? Impacts of New Staff and of Administrative Reform,” Paper presented at annual conference of the Council for European Studies, Barcelona, June 2011.

“The Impact of Staff from the New Member States on Management and Culture in the European Union,” Paper presented at annual conference of NISPAcee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe), Varna, Bulgaria, May, 2011

“From Socialization to Organizational Learning: the Impact of Staff from the New Member States on Management and Culture in the European Commission,” paper presented at the Annual Meeting of the European Union Studies Association, Boston, March, 2011.

“ ‘New Blood’: The Interaction of Enlargement and Gender in the Changing Composition of the European Commission Staff,” Paper presented at the Annual Meeting of the Council for European Studies, Montréal, Canada, April 2010.

“Coming in to the ‘House’ : the Arrival of Managers from the New Member States into the European Commission,” paper presented at a colloquium, “l’Administration des institutions de l’UE en (re)construction: réformes et réalités,” organized by the Pôle européen d’administration publique – Strasbourg and l’Association française de science politique, Brussels, December 10-11, 2009.

« Les systèmes de recrutement de l’Union européenne et des Etats-Unis – aux antipodes »
Presentation at « Journée d’étude, Les concours en Question: Quel(s) mode(s) de sélection et de recrutement pour la haute fonction publique en Europe? » Ecole nationale d’Administration, Strasbourg, June 18, 2009.

“Motivation and Values of Staff of the European Commission,” coauthored with Wouter Vandenaabeele. Paper presented at the meeting of the European Union Studies Association, Los Angeles, April, 2009.

“The Making of the New Eurocrats: Self-Selection, Selection, and Socialization of European Commission Staff from the New Member States,” paper prepared for the conference on l’Europe: Objet, agent et enjeu de socialisation, Ecole Normale Supérieure, Lettres et Sciences Humaines, Lyon, France, October 2008.

“Recruiting and Selecting Staff in the European Institutions: Moving the Sacred Cow Out of the Road,” paper presented at the annual meeting of UACES, Edinburgh, September 2008.

“Performance Appraisal and Promotion in the European Commission: the Challenge of Linking Organizational and Individual Accountability,” paper presented at the conference on Accountability and Governance of International Organizations, University of Konstanz, June, 2008.

“Structure and Culture: the Impact of Enlargement on the European Commission,” presented at the conference “Institutionalisation and Institutional Change: the Effect of Enlargement on EU Institutions,” Université libre de Bruxelles, May, 2008. I organized this conference in partnership with Véronique Dimier.

"Enlarging Europe: Eastern Europeans in the European Commission," presented at the Annual Meeting of NISPAcee, Kiv, Ukraine, May, 2007.

“Mid-Career Hiring in the Federal Government,” presentation at American Society for Public Administration Annual Meeting, Washington, D.C., March, 2003.

Keynote speaker, annual meeting of AHRMIO (the Association for Human Resource Management in International Organizations), Washington, D.C. September, 2002.

Host and chair of planning committee, two conferences on teaching ethics. The first “Educating Ethical Leaders: Helping Faculty to Bring Ethics into the Classroom” was targeted to both undergraduate faculty in Political Science, Economics, Business, Public Administration, and related disciplines, and took place in March, 2002. The second, “Educating Ethical Leaders: Ethics in Public and Professional Life,” focused on ethical education in professional schools. It was held in May, 2003.

Host and chair of Program Committee: Conference on Ethics, Accountability, and Social Responsibility. Annual meeting of the Transatlantic Policy Consortium. September, 2001.

"Marketing the MPA Program," National Association of Schools of Public Affairs and Administration (NASPAA) conference, October, 2000.

"Challenges in fundraising," NASPAA conference, October 1999.

"The Status of Public Personnel Reform in the United States: Theme and Variations," Paper prepared for the conference, Knowledge-Based Society and Human Resource Management in Government, Korean Institute of Public Administration, Seoul, Korea, November 12-13, 1999.

"Exporting Administrative Reform to Eastern Europe and the Former Soviet Union: The Role of Consultants in Technical Assistance, (with Mark Huddleston), Paper prepared for Annual Meeting of the Association of Public Policy and Management, Washington, D.C., November, 1999.

"The National Performance Review as Implicit Evaluation of CSRA: Building On or Overturning the Legacy?" Paper presented at the conference "The Future of Merit: Twenty Years after the Civil Service Reform Act," Washington, D.C. November 1998.

"Reinventing the Federal Civil Service," paper presented at Annual Meeting of Southwest Social Science Association, New Orleans, March, 1997.

"The Challenges of Cutback Management," paper presented at the Annual Meeting of the American Political Science Association, San Francisco, September, 1996.

"Hiring in the Public Sector: Expediency Management or Structural Reform?" paper presented at the Annual Meeting of the American Society for Public Administration, Atlanta, July 1996.

Panel Member, Plenary Session on "Is Public Administration Undergoing a Paradigm Shift? A View from the Academic Community," at National Academy of Public Administration fall meeting, November, 1995.

Transforming the Civil Service, invited speaker, Conference held by the U.S. General Accounting Office, April 1995.

"The Performance Measurement Movement: Learning from the Experience of Program Evaluation," (with Aimee Franklin). Paper presented at the annual meeting of the American Evaluation Association, November, 1994.

Co-chair and participant, Roundtable on "Reinventing Government: Should We? Have We?" Presentation on Labor-Management Cooperation. American Political Science Association Annual Meeting, New York, September, 1994.

Participant, Roundtable on Two Decades of Public Administration. Presentation on Human Resources Management. American Political Science Association Annual Meeting, New York, September, 1994.

"Dealing with Problem Employees: Organizational Culture and Disciplinary Practices in the Federal Government," Presentation at the American Society of Public Administration Annual Meeting, Kansas City, July, 1994.

"Civil Service Reform: Classification," Speech presented at the IPMA Regional Conference, Des Moines, Iowa, June, 1994.

"Recruiting and Hiring in the Federal Government: Who's On First?" Presentation at the American Society of Public Administration Annual Meeting, San Francisco, July, 1993.

Moderator, Conference on Total Quality Management: the Current Experience, at the University of Southern California, Washington Public Affairs Center, November, 1992.

INSTRUCTION:**Courses Taught:**

Managing People in the Public and Nonprofit Sectors
 Managing International Organizations
 Doctoral field seminar on Public Administration
 Capstone course in Public and Nonprofit Personnel Administration
 Capstone course on Nonprofit organizational development
 Capstone course on Recycling Policy
 Comparative Perspectives on Administrative Reform
 Public Personnel Administration, advanced course
 Ethics in Public Administration
 Evaluation of Public Sector Programs
 Seminar in Research Methodology and Management Science
 Public Administration and Management (undergraduate)

Guest lecturer at:

Université libre de Bruxelles, Institut d'Études européenne
 Catholic University of Leuven, Public Management Institute
 École nationale d'Administration, Strasbourg, France
 Institut d'études européennes des Facultés universitaires Saint-Louis, Louvain-la-Neuve
 Bilkent University, Ankara Turkey
 University of Geneva IOMBA program (International Organizations MBA)
 The World Bank
 Seoul National University
 Chung-Ang University (Korea)
 Witwatersrand University (South Africa)
 George Washington University
 Princeton University
 American University

Training Courses Conducted:

June, 1996	Speaker on public versus private careers and on the National Performance Review, International seminar on comparative public administration jointly sponsored by SUNY Empire State College and Instituto De Organizacao Racional De Trabalho, Brazil.
September, 1995	Taught human resources management section of train-the-trainers course in municipal management, Petrozavodsk, Russia.
1989-1990, 1995	Three one-day workshops and two two-day workshops in Professional Ethics for Public Administration, Public Service Training Program, SUNY-Albany
1989-1990	Conflict of Interest: Public Service, Private Dilemmas; two one-day ethics workshops for Department of Environmental Conservation
1988-1990	Training in Program Evaluation for State and Local Government Managers, Ohio State University
October, 1984:	Training in Performance Evaluation, New York State Dormitory Authority
October, 1984:	Human Resources Management, Advanced Public Management Program, SUNY-Albany

June 1983 and Managing New York State: Level I, Governor's Office of Employee
January 1994: Relations

PROFESSIONAL SERVICE:

Leadership roles:

National Association of Schools of Public Affairs and Administration: President, 2001-2002.
Association of Professional Schools of International Affairs: Chair of finance committee and member of executive committee, 2002-2006.
International Personnel Management Association, Southwest Pennsylvania Chapter, member of executive committee, 2001-2006.
Chair, Section on Personnel and Labor Relations, American Society of Public Administration, 1994-1995.
Secretary-Treasurer, Section on Public Administration, American Political Science Association, 1993-1994.

Editorial Boards:

Member of the Editorial Boards of:

Public Administration Review (1992-1994)
Administration and Society (1994-2007)
Journal of Public Administration Research and Theory (1994-present)
Review of Public Personnel Administration (1989-2000; 2005-2011)
Public Productivity and Management Review (1988-1998)
HR Report (ICMA Newsletter on Human Resources) (1993-1996)

Member of the Conseil scientifique of the Revue française d'Administration publique

Other Professional and Public Service:

Member, Paul Van Riper Award Committee, American Society for Public Administration, 2004.
Member, Academic Advisory Board of the Partnership for Public Service, 2003 -- present
Member, Vice Provost Screening Committee, University of Pittsburgh, 2003-2004
Member, Academic Advisory Panel, Government Accountability Office, 2002 - Present
Moderator, panel on "Moral Perspectives on War," Pittsburgh Theological Seminary, April 2003.
Member, Presidential Meritorious Rank Awards Review Board, Office of Personnel Management, 2002
Chair, Allegheny County Merit Personnel System Transition Team, 2000.
Fellow, National Academy of Public Administration, elected 1997.
Member, NASPAA Executive Council, 1997-2003
Member, selection panel for Muskie fellows program (national program funding students from the former Soviet Union); 1995 and 1996.
Consultant to the Academy of Management and the Market, Russia; member of a team developing curriculum in municipal management, 1995-1996.
Member, Leonard D. White Award Committee (best dissertation award in public administration), American Political Science Association, 1995-1996.
Consultant to Social Security Administration study of workforce quality, 1994.
Consultant to the World Bank, Moscow, 1993. Developed proposal on civil service reform and development of public administration training and education programs in Russia.
Member, New York State Academy of Public Administration panel on civil service reform, 1993-1994.
American Society for Public Administration, Capital District Chapter, member of council (elected position), 1988-1990.

Languages:

French – fluent

Russian – fair speaking and comprehension

Italian – good comprehension, fair speaking

3/2015