

Michele Tantardini, Ph.D.

Contact information

School of Public Affairs
The Pennsylvania State University
777 W. Harrisburg Pike, W157 Olmsted
Middletown, PA 17057
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Education

Ph D, Florida International University, Steven J. Green School of International and Public Affairs, Miami, FL, 2016.
Major: Public Affairs
Dissertation Title: Organizational social capital and performance information use: analyzing the link and its implication for public management

MS, Cum laude, Bocconi University, Milan, Italy, 2010.
Major: Management of Public Administrations and International Institutions
Thesis Title: The effects of market liberalization of the Italian water sector: An empirical analysis.

BA, Bocconi University, Milan, Italy, 2008.
Major: Economics and Management of Public Administration and International Institutions
Thesis Title: The Chinese health care system: Equity in the financing system

Academic Appointments

Associate Professor of Public Administration, School of Public Affairs, The Pennsylvania State University. (July 1, 2024 - Present).

Affiliate Faculty, Penn State Social Science Research Institute. (April, 2023 - Present).

Assistant Professor of Public Administration, School of Public Affairs, The Pennsylvania State University. (August 12, 2016 – June 30, 2024).

Graduate Teaching Assistant, Florida International University. (August 20, 2012 - August 5, 2016).

Teaching Assistant, Bocconi University. (September 15, 2010 - July 30, 2012).

Administrative Appointments

Professor-in-charge, Certificate Program in Policy Analysis and Evaluation, School of Public Affairs, The Pennsylvania State University. (February 2023 – Present).

PUBLICATIONS

Books

Ongaro, E. & **Tantardini, M.** (2023). *Religion and public administration: An introduction*. Edward Elgar Publishing Ltd.

Articles Published in Refereed Journals

- Prysmakova, P., & **Tantardini, M.** (In Press). Financial performance and ethics: Employing commitment to public values as proxy. *International Journal of Public Sector Performance Management*, 29. <https://doi.org/10.1504/IJSPM.2022.10049417>
- Tantardini, M.**, & Morçöl, G. (2025). Impacts of the COVID-19 pandemic on the finances of the business improvement districts in the United States and Canada. *Global Public Governance and Policy*. <https://doi.org/10.1007/s43508-024-00102-8>
- Tantardini, M.**, & *Levine, E. J. (2024). Weathering the storm: What did it take for Pennsylvania Economic Development Organizations to overcome the COVID-19 pandemic? *Public Administration & Development*. <https://doi.org/10.1002/pad.2079>
- Ongaro, E., & **Tantardini, M.** (2024). Contours of a research programme for the study of the relationship of religion and public administration. *Public Policy & Administration*, 39(4), 521–530. <https://doi.org/10.1177/09520767241272897>
- Ongaro, E., & **Tantardini, M.** (2024). Religion and public administration: A systematic literature review and outlook. *Public Policy & Administration*. 39(4), 531-555. <https://doi.org/10.1177/09520767221146866>
- Ongaro, E., & **Tantardini, M.** (2024). Bringing religion into Public Value theory and practice: Rationale and perspectives. *Administration & Society*, 56(8), 972-1000. <https://doi.org/10.1177/00953997241264474>
- Tantardini, M.** (2024). Performance measurement and management during the Roman Empire: Evidence from the letters of Pliny the Younger to Emperor Trajan. *Public Administration Quarterly*, 48(3), 138-148. <https://doi.org/10.1177/07349149241231095>
- Ongaro, E., & **Tantardini, M.** (2024) Debate: Why the religious factor has been forgotten in PA studies? (And how to remedy it). *Public Money & Management*, 44(1), 7–8. <https://doi.org/10.1080/09540962.2023.2264054>
- *Levine, E. J., & **Tantardini, M.** (2023). Defining and measuring economic development: A literature review and outlook. *Journal of Public and Nonprofit Affairs*, 9(3), 1-32. <https://doi.org/10.20899/jpna.9.3.1-32>
- Ongaro, E., & **Tantardini, M.** (2023). Advancing knowledge in public administration: Why religion matters [Editorial]. *Asia Pacific Journal of Public Administration*, 45(01), 1-6. <https://doi.org/10.1080/23276665.2022.2155858>
- Tantardini, M.** (2022). Organizational social capital and performance information use: The mediating role of Public Service Motivation. *State and Local Government Review*, 54(3), 202-220. <https://doi.org/10.1177/0160323X221113366>
- *Zhang, X., **Tantardini, M.**, Kim, Y., & De Lancer Julnes, P. (2021). Is performance management reform living up to its expectations? An analysis of public management reform in China's Guangdong Province. *Public Performance & Management Review*, 44(1), 81-107. <https://doi.org/10.1080/15309576.2020.1806085>
- Tantardini, M.**, & Tolay, J. (2020). Does performance matter in migration governance? The case of the 2016 EU-Turkey Statement. *International Journal of Public Administration*, 43(2), 137-150. <https://doi.org/10.1080/01900692.2019.1672189>
- Morcol, G., **Tantardini, M.**, Williams, A., & Slagle, D. R. (2020). Master of Public Administration and Master of Public Policy degrees: Differences and similarities in the curricula and course contents. *Teaching Public Administration*, 38(3), 313-332. <https://doi.org/10.1177/0144739420915758>

Tantardini, M. (2019). Routine and nonroutine performance information use: An assessment about substitution and complementarity. *Public Management Review*, 21(5), 755-774.
<https://doi.org/10.1080/14719037.2018.1523452>

Kroll, A., & **Tantardini, M.** (2019). Motivating and retaining government employees: The role of organizational social capital. *International Public Management Journal*, 22(2), 232-253.
<https://doi.org/10.1080/10967494.2017.1367341>

Prysmakova, P., **Tantardini, M.**, & Potkański, T. (2019). The role of financial performance in motivating Polish municipal employees. *Review of Public Personnel Administration*, 39(1), 75-105. <https://doi.org/10.1177/0734371X16685600>

Tantardini, M., Guo, H., & Ganapati, N. (2017). Social capital and public financial performance: Lessons from Florida. *Public Performance & Management Review*, 40(3), 480-503.
<http://dx.doi.org/10.1080/15309576.2016.1276463>

Tantardini, M., & Garcia-Zamor, J.-C. (2015). Organizational social capital and anticorruption policies: An exploratory analysis. *Public Organization Review*, 15(4), 599-609.
<http://dx.doi.org/10.1007/s11115-014-0294-7>

Tantardini, M., & Kroll, A. (2015). The role of organizational social capital in performance management. *Public Performance and Management Review*, 39(1), 83-99.
<http://dx.doi.org/10.1080/15309576.2016.1071163>

*Graduate Student when the paper was written

Parts of Books

Tantardini, M. (2015). L'esperienza in Canada. In Valotti, F., Galli, D., Giacomelli, G. & Tantardini, M. (Eds.), *Spending Review e qualità della spesa pubblica* (pp. 87-100). Milan: EGEA.

Tantardini, M. (2015). L'esperienza nel Regno Unito. In Valotti, G., Galli, D., Giacomelli, G., Tantardini, M. (Eds.), *Spending Review e qualità della spesa pubblica* (pp. 71-85). Milan: EGEA.

Lecci, F., Rotolo, A., & **Tantardini, M.** (2013). Performance management: Letteratura di riferimento ed esperienze internazionali e nazionali. In AA.VV. (Ed.), *La valutazione delle performance per il governo strategico delle Aziende Sanitarie Pubbliche* (pp. 25-44). Milan: EGEA., ISBN/ISSN: 978-88-238-4369-1

Tantardini, M. (2012). Australia. In Giovanni Valotti (Ed.), *Quale performance? Indicatori e sistemi di misurazione in uso nei Ministeri di sette Paesi OCSE. Proposte per le amministrazioni centrali italiane.* (pp. 69-88). Milan: EGEA., ISBN/ISSN: 978-88-238-4318-9

Tantardini, M. (2012). Finlandia. In Giovanni Valotti (Ed.), *Quale performance? Indicatori e sistemi di misurazione in uso nei Ministeri di sette Paesi OCSE. Proposte per le amministrazioni centrali italiane.* (pp. 143-158). Milan: EGEA., ISBN/ISSN: 978-88-238-4318-9

Tantardini, M. (2012). Germania. In Giovanni Valotti (Ed.), *Quale performance? Indicatori e sistemi di misurazione in uso nei Ministeri di sette Paesi OCSE. Proposte per le amministrazioni centrali italiane.* (pp. 131-142). Milan: EGEA., ISBN/ISSN: 978-88-238-4318-9

Tantardini, M. (2012). Regno Unito. In Giovanni Valotti (Ed.), *Quale performance? Indicatori e sistemi di misurazione in uso nei Ministeri di sette Paesi OCSE. Proposte per le amministrazioni centrali italiane.* (pp. 23-46). Milan: EGEA., ISBN/ISSN: 978-88-238-4318-9

Articles Published in Nonrefereed Journals

Galli, D., **Tantardini, M.**, & Valotti, G. (2012). Spending review: Un metodo per migliorare la qualità della spesa. *Economia & Management* (6), 1-7. ISBN/ISSN: 1120-5032

Dissertation

Tantardini, M. (2016). Organizational social capital and performance information use: Analyzing the link and its implications for public management. (pp. 212). DOI: 10.25148/etd.FIDC000698

Encyclopedia Entry

Tantardini, M. (2017). Performance of Nonprofit Services. In *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Berlin: Springer Science+Business Media.

Research Briefs

Tantardini, M., & De Lancer Julnes, P. (2016). Pennsylvanians have positive perceptions of the performance of the federal and state governments. (pp. 2).

Tantardini, M., & De Lancer Julnes, P. (2018). Pennsylvanians maintain positive perceptions of the performance of the federal and state governments.

Technical Reports

Cigler, B., DeSantis, V. S., Ritchie, N., Barone, K., Beckett-Camarata, E. J., Gillis, S., Olejarski, A., & **Tantardini, M.** (2017). Fiscal policy and administration at the State, regional and local levels. *Memo to State and Local Leaders*. (pp. 3). Harrisburg, PA: ASPA Central PA Chapter.

Cigler, B., DeSantis, V. S., Ritchie, N., Barone, K., Beckett-Camarata, E. J., Gillis, S., Olejarski, A., & **Tantardini, M.** (2017). Program management at the State, regional and local levels. *Memo to State and Local Leaders*. (pp. 2). Harrisburg, PA: ASPA Central PA Chapter.

Valotti, G., Barbera, R. C., Galli, D., Sicilia, M., & **Tantardini, M.** (2012). Il livello di diffusione del performance management tra i dirigenti pubblici delle amministrazioni centrali. *SDA Bocconi School of Management*.

Manuscripts Submitted for Publication

Journal Article, Refereed

Tantardini, M. & Morcol, G., Impacts of the COVID-19 pandemic on the Finances of the Business Improvement Districts in the United States and Canada. *Global Public Policy and Governance*. (Under Review).

Morcol, G., **Tantardini, M.**, Mévellec, A., & Chiasson, G. Impacts of COVID-19 on Business Improvement Districts and prospects for recovery: A survey of executive directors in Canada and the United States. *Urban Affairs Review*. (Under Review).

Lee, J. & **Tantardini, M.** The Dynamics between Public Sector Entrepreneurship and Performance: The Mediating Effect of Communication. *Journal of Public and Nonprofit Affairs*. (Under Review).

Guest Editing

Ongaro E., & **Tantardini, M.** (2024). Religion as an explanatory factor in public administration: Direction for research. *Public Policy and Administration*.

Presentations Given

- Tantardini, M.** (September 5, 2024). "Religious and theological studies for PA." European Group for Public Administration (EGPA) Conference, Athens, Greece, Invited. International.
- Tantardini, M., & Ongaro, E.** (May 31, 2024). "The fit of the IPV cases into the 18 themes in the study of religion and public administration." Islamic Public Value Conference, Bangkok, Thailand, Invited. International.
- Tantardini, M., & Ongaro, E.** (May 10, 2024). "The contribution of the religious studies and theology literatures to public administration: A review and outlook." LUISS School of Government, Rome, Italy, Invited. International.
- Tantardini, M.** (December 7, 2023). "Religion and public administration: An introduction," ASPA BookTalk, American Society for Public Administration, Online, Accepted. International.
- Tantardini, M., & Morcol, G.** (November 2, 2023). "Impacts of the COVID-19 pandemic on the finances of the Business Improvement Districts in the United States and Canada," North East Conference on Public Administration (NECoPA), Online, Accepted. Regional.
- Tantardini, M., & Morcol, G.** (October 26, 2023). "Impacts of the COVID-19 pandemic on the finances of the Business Improvement Districts in the United States and Canada," Association for Budgeting and Financial Management (ABFM) Annual Conference, Denver, CO, Accepted. National.
- Ongaro, E. & **Tantardini, M.** (June 19, 2023). "Religion and public administration: An introduction," Universitas Indonesia (University of Indonesia), Jakarta, Indonesia, Invited. National.
- Tantardini, M.** (June 8, 2023). "Religion and public administration: An introduction," PA Theory Network Annual Meeting, PAT-Net, Portland, OR, and online, Accepted. National.
- Tantardini, M.** (March 22, 2023). "Religion and public administration: An introduction," ASPA National Conference, ASPA, Online, Accepted. National.
- Tantardini, M.** (November 4, 2022). "Religion and public administration: A proposed framework for theory and empirical research," North East Conference on Public Administration (NECoPA), NECoPA, Online, Accepted. Regional.
- Tantardini, M.** (June 17, 2022). "Religion and public administration: A proposed framework for theory and empirical research," PA Theory Network Annual Meeting, PAT-Net, Mexico City (Mexico) and online, Accepted. International.
- Tantardini, M.** (March 9, 2022). "Performance management in Ancient Rome: How performance information use contributed to the success of the Roman Empire.," ASPA National Conference, ASPA, Jacksonville, FL, Accepted. National.
- Tantardini, M.** (April 2, 2019). "School of Public Affairs expert panel: Insight on current policy challenges. Public Service Motivation," School of Public Affairs expert forum and info session, School of Public Affairs, Washington, D.C. National.
- Tantardini, M., & Tolay, J.** (March 9, 2019). "The politics of refugee crisis management: Does performance matter?," ASPA National Conference, ASPA, Washington, D.C., Accepted. National.
- Tantardini, M.** (January 31, 2019). "Pennsylvania 2018 Pre-Election Survey on Policy and Governance," Results of Pennsylvanians' opinions of election, justice, and security, School of Public Affairs, Penn State East Gate, Invited. Regional.
- Zhang, X., **Tantardini, M.**, Kim, Y., & De Lancer Julnes, P. (January 15, 2019). "Is Performance Management Reform living up to its Expectations? An Analysis of Public Management Reform in

China's Guangdong Province," Department of Public Administration, Florida International University, Miami, FL, Invited. Local.

- Tantardini, M.** (December 2018). "Pennsylvania 2018 Pre-Election Survey on Policy and Governance," Results of Pennsylvanians' opinions of election, justice, and security, School of Public Affairs, Penn State Harrisburg, Invited. Regional.
- Tantardini, M.** (November 4, 2018). "Organizational Social Capital and Performance Information Use: The Mediating Role of Public Service Motivation," 2018 NECoPA Conference, Northeast Conference on Public Administration (NECOPA), Baltimore, MD, Accepted. Regional.
- Tantardini, M.** (October 11, 2018). "MPA and MPP core courses: Differences and similarities," 2018 NASPAA Annual Conference, NASPAA - The Global Standard in Public Service Education, Atlanta, GA, Accepted. International.
- Tantardini, M.** (Author and Presenter), & Vasavada, T. B. (March 9, 2018). "Gender matters: Leaders, social networks and nonprofit effectiveness," American Society for Public Administration National Conference, Denver, CO, Accepted. National.
- Tolay, J., & **Tantardini, M.** (June 1, 2017). "The politics of refugee crisis management: Does performance matter?," IAS Congress 2017, Aix-en-Provence, France, Accepted. International.
- Tantardini, M.**, & Albarran, I. (April 6, 2017). "Citizens participation in green sustainable initiatives: The case of North Miami," Transatlantic Dialogue Annual Conference, American Society for Public Administration & European Group of Public Administration, Miami, FL, Accepted. International.
- Tantardini, M.** (March 21, 2017). "A measure of organizational social capital for local governments: Scale development and validation," American Society for Public Administration Annual Conference, Atlanta, GA, Accepted. National.
- Tantardini, M.** (November 12, 2016). "Intrinsic Motivation and Job Satisfaction in the Public Sector: The Role of Organizational Social Capital," Northeast Conference on Public Administration, Harrisburg, PA, Accepted. Regional.
- Tantardini, M.** (November 9, 2016). "Performance appraisal and performance related pay: Trends and lessons from OECD countries," Department of Public Administration, Florida Atlantic University, Boca Raton, FL, Invited. Local.
- Tantardini, M.**, & Prysmakova, P. (Florida Atlantic University). (March 18, 2016). "Financial performance and public ethics: Employing public service motivation as a proxy," American Society for Public Administration Annual Conference, Seattle, WA. National.
- Tantardini, M.** (October 1, 2015). "The role of social capital in public administration financial performance: Lessons from Florida," Southeastern Conference for Public Administration, Charleston, SC, Accepted. Regional.
- Kroll, A., & **Tantardini, M.** (June 2015). "Motivating and retaining government employees: The role of organizational social capital," Public Management Research Conference, Public Management Research Association, Minneapolis, MN, Accepted. International.
- Tantardini, M.** (March 9, 2015). "Social capital and performance information use: Analyzing the relationship and its implication for public management," American Society for Public Administration Annual Conference, Chicago, IL, Accepted. National.
- Tantardini, M.** (June 2014). "Organizational social capital: Concept, measurement, and relevance for performance-management research," Transatlantic Dialogue Conference, American Society for Public Administration & European Group of Public Administration, Lugano, Switzerland, Accepted. International.

Tantardini, M., & Guadarrama, G. (Florida International University). (May 2014). "Organizational social capital and bureau configuration: The missing link for an effective and efficient public administration," Public Administration Theory Network Annual Conference, Miami, FL, Accepted. National.

Tantardini, M. (March 14, 2014). "Rise and fall of non-profits in the aftermath of disasters: Evidence from Hurricane Katrina," American Society for Public Administration Annual Conference, Washington, D.C., Accepted. National.

Tantardini, M. (April 2013). "Making democracy work. Social capital, popular sovereignty and public administration," Public Administration Theory Network Annual Conference, San Francisco, CA, Accepted. National.

Tantardini, M. (September 2011). "Performance measurement in central government administrations: A comparative analysis through Italian lenses," European Group of Public Administration Annual Conference, Bucharest, Romania, Accepted. International.

Grants, Awards and Honors

Grants

Tantardini, M. (Co-Principal Investigator), Morcol, G. (Co-Investigator), Ali, M. A. (Co-Investigator), Grant, 50% credit, "Transitioning to Green Jobs in Pennsylvania," Evidence-to-Impact Collaborative @ Penn State University, Universities and Colleges. Total requested: \$37,000.00, Amount Funded (Total): \$37,000. (submitted: April 2024, date funding awarded: May 23, 2024).

Tantardini, M. (Co-Principal Investigator), Levine, E. J. (Graduate Student), Grant, 50% credit, "Economic Development Networks in Pennsylvania: The role of Economic Development Organizations (EDOs)," Penn State Harrisburg Office of Research and Outreach, Universities and Colleges. Total requested: \$31,332.00, Amount Funded (Total): \$31,332.00. (submitted: January 31, 2023, date funding awarded: May 2, 2023).

Tantardini, M. (Co-Principal Investigator), Levine, E. J. (Graduate Student), Grant, 50% credit, "Economic Development Networks in Pennsylvania: The role of Economic Development Organizations (EDOs)," Penn State Harrisburg Office of Research and Outreach, Universities and Colleges. Total requested: \$27,097.00, Amount Funded (Total): \$27,097. (submitted: October 2021, date funding awarded: March 8, 2022).

Awards and Honors

Public Sector Leadership Award, Keystone State Chapter of ASPA. (May 11, 2019).

Innovative Partnership Award, Central Pennsylvania Chapter of the American Society of Public Administration. (May 8, 2018).

Best Dissertation Award, Florida International University - Steven J. Green School of International and Public Affairs. (April 13, 2017).

Jean-Claude Garcia-Zamor Award, American Society for Public Administration - Section on International and Comparative Administration. (March 2016).

Phi Kappa Phi Honor Society. (2015).

Bill Collins Award, Southeastern Conference for Public Administration. (October 2015).

Founders' Fellows, American Society for Public Administration. (March 2015).

Pi Alpha Alpha Honor Society. (2014).

Golden Key International Honour Society. (2013).

Impact in Society of Research Scholarship and Creative Accomplishment

Interview, "Pre-election poll of Pennsylvanians' perceptions of state and federal government performance," Radio, WITF Central Pennsylvania, Central PA. (November 7, 2016).
Dr. Tantardini worked with Dr. Patria Julnes, former Director of Penn State Harrisburg's School of Public Affairs, on a pre-election poll of Pennsylvanians' perceptions of state and federal government performance. The two discussed the pre-election poll results on WITF, the public radio station of Central Pennsylvania in November 2016.

TEACHING

Teaching Experience

Penn State University (Middletown, PA)

PADM 503, Research Design, 6 courses
PADM 505, Human Resources, 6 courses
PADM 510, Organizational Behavior, 9 courses
PADM 511, Organizational Change and Development, 12 courses
PADM 521, Performance Measurement and Management, 4 courses
PADM 550, Policy and Program Evaluation, 3 courses
PADM 570, Scope and Methods of Public Administration, 1 course
PADM 596, Individual Studies, 4 courses
PADM 600, Thesis Research, 9 courses
PADM 601, Ph.D. Dissertation Full-Time, 3 courses
HADM 510, Organizational Behavior, 3 courses

Florida International University (Miami, FL)

PAD 4140, Introduction to Management of Public and Nonprofit Organizations
PAD 4723, Applied Research Methods for Policy & Management

New Course Development

Penn State University (Middletown, PA)

PADM 550, Policy and Program Evaluation

Directed Student Supervision

Ph.D. Dissertation Chair

Olaykina Akinranti, Public Administration (August 25, 2022 - Present).

Aiman Alshaikh, Public Administration (August 31, 2022 - Present).

Fahad Ibrahim Alrawaf, Public Administration (October 14, 2023 - Present).

Preston Mbelleh Varkpeh, Public Administration (August 2023 - Present).

Ph.D. Dissertation Committee

Fahad Aljuaid, Public Administration (December 2023 – Present).

Shehab Alnasser, Public Administration (September 2021 – February 2024).

Essa Khalaf Alrashidi, Public Administration (September 2021 – February 2024).

Shazib Altaf, Public Administration (July 2020 – Present)

Faisal Alzahrani, Public Administration (April 2024 – Present).

Arifur Bhuiyan, Public Administration (May 2024 – Present).

Arnil Djara, Public Administration (December 2023 – Present).

Jingyu Guo, Public Administration (March 2023 – Present).

Yanrong Jiang, Public Administration (August 2024 – Present)

Joonwoo Lee, Public Administration (November 10, 2022 – Present).

Eli Levine, Public Administration (August 2020 – June, 2024).

Majda Nassif, Public Administration (April, 2023 – February, 2024).

Francisco Puello, Public Administration (July, 2023 – Present)

Pedro Robles, Public Administration (February 2022 – June 2023).

Manasi Sathe, Public Administration (April 2022 – Present).

Aishwarya Sinha, Public Administration (August 17, 2022 – Present).

Joseph Wydra, Public Administration (March 2023 – Present).

Yeobin Yoon, Public Administration (January 2024 – Present).

Teaching Training

Online Learning: Inclusive Online Teaching Certificate (In Progress)

Online Learning: Online Course Authoring Certificate (2024)

Online Learning: Foundations of Academic Advising (2023)

Online Learning: Learner and Learning Certificate (2021)

Online Learning: Instructional Practice Certificate (2018)

Certificate for Online Teaching (2016)

SERVICE

Professional Service

Service to Professional Organizations

Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Marketing Committee, Committee Member, National. (December 2024 - Present).

Board Member / Director, Rotary Club of Philadelphia, Director, Local. (July 1, 2024 – Present).

Treasurer, American Society for Public Administration, Section on Public Performance and Management (SPPM), Appointed, National. (April, 2024 – Present).

President-Elect of the Board of Directors, American Society for Public Administration, Keystone State Chapter, Secretary, Elected, State. (January 1, 2024 – Present).

Secretary of the Board of Directors, American Society for Public Administration, Keystone State Chapter, Secretary, Elected, State. (January 1, 2022 – December 31, 2023).

Board Member / Director 2023, Rotary Club of Harrisburg, Director, Local. (July 1, 2021 – June 30, 2023).

Member of the Board of Directors, American Society for Public Administration, Keystone State Chapter, Board Member, Elected, Regional. (October 2017 - October 2019).

American Society for Public Administration, Keystone State Chapter, Board Member. (June 25, 2017 - September 30, 2017).

Member of the Board of Directors, American Society for Public Administration, South Florida Chapter, Board Member, Regional. (October 2013 - October 2016).

Organizing Conferences and Service on Conference Committees

American Society for Public Administration (ASPA), Conference Track Reviewer, National. (September 2024 - October 2024).

The role fulfills a critical function in determining the nature and quality of the content presented at the ASPA National Conference by selecting who will present among the numerous proposals received.

North-East Conference on Public Administration (NECoPA), Moderator, Regional. (November 2, 2023).

Moderated the panel "Economic Development Engines: COVID-19's Impact on Business Improvement Districts (BID) and Economic Development Organizations (EDO)".

North-East Conference on Public Administration (NECoPA), Moderator, Regional. (November 2, 2023).

Moderated the panel "Cross-Domain Policy Studies".

NECoPA 22 Program Committee Member, Northeast Conference on Public Administration, Member, Regional. (June 2022 - November 6, 2022).

Selected papers for the NECoPA conference.

North-East Conference on Public Administration (NECoPA), Moderator, Regional. (November 4, 2022).

Moderated the panel "Other Pressing Topics in Public Administration: Religion and Public Administration".

NECoPA best paper award selection committee, Northeast Conference on Public Administration (NECoPA), Member, Regional. (September 22, 2022 - October 14, 2022).
Selected the best paper for the NECoPA best paper award.

Moderator/Convenor, Northeast Conference on Public Administration, Moderator, Regional. (November 3, 2018).
Moderated the panel "Blind Spots and Social Movements".

American Society for Public Administration, Moderator, International. (March 21, 2017).
Moderated the panel "Exploring Performance at the State and Local Levels".

American Society for Public Administration, Moderator, International. (March 20, 2017).
Moderated the Founders' Fellows Panel "Understanding Financial Stability in Organizations".

Academic Sub-Committee Member, Northeast Conference on Public Administration, Academic Sub-Committee, Member. (November 1, 2016 - November 13, 2016).
Selected the best paper for the NECoPA best paper award.

Northeast Conference on Public Administration, Moderator. (November 12, 2016).
Moderated the panel "Hungry for Success: Motivation in the Public Service".

Manuscript Reviewer

Public Administration Review
Public Performance & Management Review
Public Management Review
The American Review of Public Administration
Public Policy and Administration
International Journal of Public Sector Management
Chinese Public Administration Review
Review of Public Personnel Administration
Public Administration Quarterly
Public Integrity
Journal of Public and Nonprofit Affairs
International Journal of Policy Studies
Journal of Public Policy
Nonprofit Management & Leadership
Australian Journal of Public Administration
International Environmental Agreements: Politics, Law and Economics
SAGE Open

Grant Reviewer

Penn State Harrisburg Office of Research and Outreach (2023)

Penn State Harrisburg Office of Research and Outreach (2022)

Other

ASPA Keystone State Chapter Student Paper Award Reviewer, ASPA Keystone State Chapter, Reviewer. (March 15, 2021).

ASPA Keystone State Chapter Student Paper Award Reviewer, ASPA Keystone State Chapter, Reviewer. (February 26, 2019).

University Service

University-wide service

Graduate Exhibition Judge, The Graduate School, Judge. (March 18, 2024).
I watched two video presentations, provided feedback to the graduate student presenters, and assessed their performance on a rubric provided by the Graduate School.

Penn State Harrisburg, the Capital College

IDEAL Leadership Council, Member Diversity and Educational Equity Committee, Penn State Harrisburg, Committee Member. (August 2023 – June 2024).

Excellence in Diversity—IDEAL Leadership Award review committee, Penn State Harrisburg, Member. (March 18, 2024 - March 19, 2024).

Diversity and Educational Equity Committee, Penn State Harrisburg, Committee Member. (August 2023 - June 30, 2024).

PSH Committee on Community Revitalization, Member. (April 2022 – November 2023).

Adjunct faculty Senate subcommittee, Member. (August 2022 - June 30, 2023).

Ad Hoc Strategic Planning Committee, Co-Chairperson. (August 25, 2021 - June 30, 2022).

Coalition on Sexual Orientation and Gender Identity Group - CSOGI Group, Member. (January 2019 - June 2020).

Diversity and Educational Equity Committee - Academic Engagement, Penn State Harrisburg, Committee Member. (February 2018 - June 30, 2019).

Enrollment Management and Outreach Committee, Penn State Harrisburg, Member. (August 2017 - June 30, 2019).

Penn State Harrisburg, School of Public Affairs

Committee Work

PhD Operation, Committee Member. (October 2024 – Present).
Responsibilities for reviewing program operation and policies including GRE waiver, PLOs, rubric for qualifying and comprehensive exams.

SPA Promotion & Tenure (P&T) Committee, Committee Member. (August 2024 – Present).
Responsibilities for assessing faculty performance in teaching, research, and service, and making recommendations for faculty advancement, promotion, and tenure based on established criteria and peer reviews.

Committee Member, MPA Admission Committee, Committee Member. (August 2023 - Present).
Responsibilities on reviewing admissions for students with a GPA lower than 3.5.

Chair, MPA Curriculum/DEI Committee, Chairperson. (August 2022 - Present).
Responsibilities on keeping the curriculum of the MPA program up to date / DEI initiatives.

Committee Member, NASPAA reaccreditation Standard 1 committee, Member. (August 19, 2020 - June 2023).
Work on Standard 1 for NASPAA reaccreditation

Committee Member, Executive MPA committee, Member. (September 14, 2020 - June 2021).
Executive MPA committee to work on an EMPA degree.

Committee Member, IUG committee, Member. (September 14, 2020 - Present).
To set up IUG between MPA and all political sciences undergrad programs across Penn State campuses.

PhD Student Research Methods Waiver Test Committee, Member. (September 1, 2021 - Present).
Serve on an ad hoc committee to restructure the research methods waiver tests we give to our incoming PhD students. This is a major and valuable service to the PhD program.

Committee Member, Ph.D. Qualifying Exam Committee, Committee Member. (May 2019 - Present).
Grading student's qualifying examinations.

Ph.D. Admission Committee, Member. (October 28, 2021 - June 30, 2022).
Reviewing applications, selecting and interviewing candidates.

Committee Member, Ph.D. Admission Committee, Committee Member. (September 2018 - June 30, 2019).
Responsibilities on revising admissions for the Ph.D. program.

Committee Chair, MPA Admission Committee, Chairperson. (October 2018 - June 30, 2019).
Responsibilities on revising admissions for students with a GPA lower than 3.5. Scheduling meetings.

Committee Member, MPA Student Data Committee, Member. (January 2018 - June 30, 2019).
Responsibilities on keeping current student data files.

Committee Member, Awards Committee, Member. (August 2016 - June 30, 2019).
Guarantee that the members of School of Public Affairs apply to College, University and External awards.

Committee Member, MPA Admission Committee, Committee Member. (August 2017 - October 2018).
Responsibilities on reviewing admissions for students with a GPA lower than 3.5.

Committee Member, MPA Curriculum Committee, Member. (August 2016 - January 2018).
Responsibilities on keeping the curriculum of the MPA program up to date.

Search Committee for PADM tenure-track position nonprofit management, Penn State Harrisburg, Member. (September 28, 2017 - February 28, 2018).
Responsibilities on searching for a new TT assistant professor for the MPA program.

Faculty Advisor. (January 2017 - September 15, 2018).
Hosting a visiting Ph.D. student fellow, Xing Zhang, from China, from 8/15/2017 to 8/15/2018.

Committee Member, Ph.D. Program Committee, Member. (August 2016 - August 2017).
Working on restructuring the School of Public Affairs Ph.D. Program.

Committee Member, Marketing/Web Committee, Member. (August 2016 - June 30, 2017).
Improving the SPA/MPA website.

Administrative Support Work

Evaluation of teaching, Penn State Harrisburg, Evaluator. (September 2024 - September 25, 2024).
Review of In-Person teaching for a Health Policy and Administration Program faculty member. The class reviewed was HPA 455.

Evaluation of teaching, Penn State Harrisburg, Evaluator. (October 2022 - October 13, 2022).
Review of In-Person teaching for a faculty member in the MPA Program. The class reviewed was PADM 570.

Evaluation of teaching, Penn State Harrisburg, Evaluator. (November 11, 2021 - November 12, 2021).
Review of In-Person teaching for an adjunct faculty in Health Policy and Administration. The class reviewed was HPA 390W.

PADM 505 review of teaching, Penn State Harrisburg, Evaluator. (October 8, 2017 - December 1, 2017).
Review of online teaching for an adjunct.

Organizing and host a virtual event

Practitioner Panel, School of Public Affairs and ASPA Keystone State Chapter, Organizer. (July 2021 - September 21, 2021).
Coordinating

Second Partnership Panel & Chapter Member Discussion, School of Public Affairs and ASPA Keystone State Chapter, Organizer. (September 21, 2020 - October 29, 2020).
Coordinating

PhD student research methods opt out test grading

Ph.D. Program, Faculty. (October 21, 2021 - November 7, 2021).
I graded incoming Ph.D. student opt-out test for our introduction to research method class (PADM 503 and PADM 504).

Ph.D. Program, Faculty. (July 5, 2018 - July 11, 2018).
I graded an incoming Ph.D. student opt-out test for our introduction to research method class (PADM 503).

Professional Memberships

Member, American Society for Public Administration - Keystone State Chapter. (November 2016 - Present).

The Keystone Chapter of the American Society for Public Administration (ASPA) was formed prior to 1967 to advance the mission, goals and values of ASPA in Pennsylvania.

Member, American Society for Public Administration. (November 2012 - Present).

ASPA is a membership association of almost 10,000 professionals in the United States sponsoring conferences and providing professional services primarily to those who study the implementation of government policy, public administration, and, to a lesser degree, programs of civil society.

Member, Association for Public Policy Analysis and Management. (November 2015 - December 2017).

APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education.

Member, American Society for Public Administration - South Florida Chapter. (November 2012 - June 2016).

Member, Public Management Research Association. (May 2015 - May 2016).

The Public Management Research Association (PMRA) is a nonprofit academic membership association that furthers research on public organizations.

SUPPLEMENTARY WORK EXPERIENCES

Government

Research Intern, Ministry of Economy and Finance of the Italian Republic – Department of the Treasury – Economic and Financial Analysis Directorate. (January 10, 2010 - June 30, 2010).

Professional

Instructor, Center for Juvenile Justice Training & Research, Juvenile Court Judges' Commission. (July, 2024). Performance measurement and management training course for Pennsylvania Probation Officers.

Junior Consultant, Bocconi School of Management. (September 15, 2010 - July 30, 2012).

Projects:

City of Bergamo (Italy). Development of the performance measurement and management system.

County of Campobasso (Italy). Development of the performance measurement and management system.

County of Brescia (Italy). Development of the performance measurement and management system.

Other similar and related projects.

Junior Consultant, FormezPA. (March 1, 2011 - June 30, 2012).

"Valutazione della Performance" Project. Development of the performance measurement and management system for the cities belonging to the European Union Convergence Program.

"Rinnova" Project. Development of the performance measurement and management system for the counties belonging to the European Union Convergence Program.