

**Gary E. Roberts**  
**Associate Professor of Government**  
**Regent University**  
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## **EDUCATION**

**Doctor of Philosophy, April 1990.** University of Pittsburgh, Graduate School of Public and International Affairs, Pittsburgh, Pennsylvania

**Major Field:** Public Administration

**Minor Fields:** Human Resources Management, Organization Theory, Labor Relations, Research Methods

**Master of Public Administration, August 1980.** University of Georgia, Athens, Georgia

**Specialization:** Human Resources Management

**Bachelor of Arts in Labor Studies, November 1977.** Pennsylvania State University, University Park, Pennsylvania

## **SELECTED PROFESSIONAL EXPERIENCE**

**8/03 to 4/05, 7/07 to present, Associate Professor, Robertson School of Government, tenured, Regent University.** Public administration concentration director responsible for teaching, advising, recruiting, and scheduling. Present research and writing areas include workplace spiritual intelligence, Christian world view human resource principles, the influence of religion and spirituality on occupational stress, employee work-life balance, and mental health issues.

**5/05 to present, Associate Professor, School of Global Leadership & Entrepreneurship, tenured, Regent University.** Nonprofit administration concentration lead faculty member. Other instructional areas include human resources management. Present research and writing areas include workplace spiritual intelligence, Christian world view human resource principles, the influence of religion and spirituality on occupational stress, employee work-life balance, and mental health issues.

**8/99 to 8/03, Associate Professor of Public Administration and Coordinator of Graduate Studies, tenured, University of Memphis.** Instructed MPA students in the NASPAA-accredited program. Presently undertaking research in the areas of workplace spirituality and worker friendly benefit practices. Duties include teaching, student advising, internship supervision, recruitment, placement, program development, and research.

## SELECTED PROFESSIONAL EXPERIENCE - CONTINUED

**8/94 to 5/98, Associate Professor of Public Administration, tenured, Fairleigh Dickinson University.** Duties include teaching, student advising, internship supervision, recruitment, placement, program development, and research. I was the Chair of the ad-hoc committee on NASPAA reaccreditation and the lead faculty member in developing the mission statement, performance measurement system, completing the self-study document, and organizing and coordinating the site visit. Coauthored the proposal that obtained the State of New Jersey Certified Public Manager program and developed the Level IV curriculum.

**8/91 to 8/94, Assistant Professor of Public Administration and Undergraduate Coordinator, Florida International University.** Responsible for the instruction of undergraduate and graduate students in public administration. Completed a redesign of the undergraduate public administration program curriculum. Duties included teaching, student advising, internship supervision, recruitment, placement, and program development.

**7/87 to 8/91, Senior Research Analyst, Pittsburgh Department of Public Safety.** Responsible for the design, development, training, and implementation of employee performance appraisal systems. Other major duties included the conceptualization, design and implementation of research in a variety of areas including personnel management, fiscal and management practices, productivity analysis, and service quality satisfaction. Produced and edited the yearly police statistical report. Supervised interns on a project basis. Research methods utilized included national and local phone surveys, personal interviews, written questionnaires, literature reviews, and analysis of internal records.

**10/86 to 6/87, Graduate Student Researcher, Graduate School of Public and International Affairs, University of Pittsburgh.** Completed policy studies and administered the Legislative Office of Research Liaison Program. The major studies performed were a staffing and productivity analysis of the State of Louisiana's Office of Workman's compensation, a literature review of college entrance exam test bias, and an analysis of auto insurance rates.

**3/86 to 9/86, Project Director, Municipal Performance Appraisal Practices Survey, Graduate School of Public and International Affairs, University of Pittsburgh.** Developed and administered a national survey of 314 local governments and their performance appraisal practices. Analyzed the data employing a full range of multivariate statistical techniques.

**8/80 to 2/81, Rural Development Planner, Georgia Mountains Planning and Development Commission, Gainesville, Georgia.** Completed a regional labor survey and prepared report on the findings. Prepared a variety of economic development grant applications (Community Development Block Grants) for local governments.

## SELECTED COURSES TAUGHT

### Public Administration

Human Resources Management  
Labor Relations & Collective Bargaining  
Developing Public Human Resources  
Performance Measurement  
Introduction to Public Administration  
Organization Theory  
Public Budgeting & Financial Management  
Program Evaluation  
Interagency Collaboration  
Public Service Delivery  
Public Management Leadership  
Research Methods  
Public Management

### Business

Nonprofit Management  
Nonprofit Fundraising  
Special Topics in Nonprofit  
Successful Executive Life  
Human Resource Management  
Spiritual/Emotional Intelligence  
Employment Law  
Leading with Excellence & Integrity

## ARTICLES AND BOOK CHAPTERS

Green, D. & Roberts, G. "Impact of Postmodernism on Public Sector Leadership Practices" accepted for publication by *Public Personnel Management*.

Green, D., & Roberts, G. "Personnel Implications of Public Sector Virtual Organizations" accepted for publication by *Public Personnel Management*.

Roberts, G. & Green, D. "Servant Leader Workplace Spiritual Intelligence: A Shield of Protection from Workplace Stress" accepted for publication by *Regent Global Business Review*.

Cheevers, K. A., Clay, J. A., Menifield, C. E., Norris-Tirrell, D., & Roberts, G. E. "Waiving the M.P.A. entrance exam: Impact on performance." Accepted for publication by *the Journal of Public Administration Education*.

King, S., Chilton, B. & Roberts, G. "Formulating a Re-conceptualization of the Public Interest: A Case Study of the Federal Communications Commission" accepted for publication by *Administration & Society*.

Roberts, G. (2009). Employee benefits. In S. Hays, R. Kearney, and J. Cogburn (Eds.). *Public human resource management: Problems and prospects, 5th ed.* (pp. 123-141). New York: Longman.

## ARTICLES AND BOOK CHAPTERS - CONTINUED

- Green, D & Roberts, G. (2008). Strengthening and guiding decentralized organizations: Interpretation through the exegesis of Acts 1 and 2. *Regent Global Business Review*, 2(2), 19-22.
- Roberts, G. E. & Pregitzer, M. (2007) Why employees dislike performance appraisal, *Regent Global Business Review*, 1(1), 14-21.
- Roberts, G. E. (2005). A guide to practical human resource management research. In S. Condrey (Ed.) *Handbook of Practical Human Resources Management*, 2<sup>nd</sup> Edition. San Francisco: Jossey-Bass.
- Roberts, G. E., Gianiakas, J., McCue, C. and Wang, X. (2004). Traditional and family-friendly benefits practices in local government: Results from a national survey. *Public Personnel Management*, 33(3), 307-330.
- Roberts, G. E. (2004) Municipal government benefits practices: Results from a national survey. *Public Personnel Management*, 33(2), 1-22.
- Roberts, G. E. (2003) Municipal government part-time employee benefits practices. *Public Personnel Management*, 32(3), 435-454.
- Roberts, G. E. (2003). The association of needs assessment strategies with the provision of family-friendly benefits. Research Note. *Review of Public Personnel Administration*, 23(3), 241-254.
- Roberts, G. E. (2003). *The changing labor force: Workforce development challenges and opportunities for Georgia's governments*. Public Policy Research Series. Athens, GA: Carl Vinson Institute of Government.
- Roberts, G. E. (2003). Impasse resolution strategies. *Encyclopedia of Public Administration and Public Policy (EPAP)*. New York: Marcel Dekker.
- Roberts, G. E. (2002). Issues, challenges and changes in recruitment and selection. In S. Hays and R. Kearney (Eds.) *Public personnel administration: Problems and prospects* (4<sup>th</sup> ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Roberts, G. E. (2002). Employee performance appraisal system participation: A technique that works. *Public Personnel Management*. 31(3), 333-342.
- Roberts, G. E. & Pavlak, T. (2002). Designing the MPA capstone course: A structured-flexibility approach. *Journal of Public Affairs Education*, 8(3), 179-192.

## ARTICLES AND BOOK CHAPTERS - CONTINUED

- Roberts, G. E. & Pavlak, T. (2002) The design of an integrated values and competency-based MPA core curriculum. *Journal of Public Affairs Education*, 8(2), 115-129.
- Roberts, G. E. (2002). Mental health benefits in New Jersey State and Local Government. *Public Personnel Management*. 31(2), 211-224.
- Roberts, G. E. (2001). An examination of employee benefits cost control strategies in New Jersey local governments. *Public Personnel Management*, 30(3), 303-322.
- Roberts, G. E. (2001). New Jersey local government benefits practices survey. *Review of Public Personnel Administration*, 21(4), 284-307.
- Roberts, G. E. (2001). A history of the federal civil service from a values- based perspective. In R. Maranto & S. Condrey, (Eds.). *Radical reform of the Civil Service*. Lanham, MA: Lexington.
- Roberts, G. E. (2001). Employee benefits cost control strategies in municipal government. *Public Performance and Management Review*, 24(4), 389-402.
- Roberts, G. E. (2001). Utilizing stakeholder surveys in MPA program performance measurement. *Journal of Public Affairs Education*, 7(1), 19-30.
- Roberts, G. E., & McGill, J. (2000). New Jersey Interest Arbitration Reform Act: A third year assessment. *Review of Public Personnel Administration*, 20(3), 28-42.
- Roberts, G. E. (2000). An inventory of family-friendly benefit practices in small New Jersey Local governments. *Review of Public Personnel Administration*. 20(2), 50-62.
- Roberts, G. E. (2000). Pi Alpha Alpha activities and effectiveness: Results from a national Survey of chapter advisors. *International Journal of Public Administration*, 23(12), 2149-2169.
- Roberts, G. E. (1998) Perspectives on enduring and emerging issues in performance appraisal. *Public Personnel Management*, 27(3), 301-320.
- Roberts, G. E. (1998). Designing and conducting employee attitude surveys. In S. E. Condrey (Ed.) *Handbook of Practical Human Resources Management*. San Francisco, CA: Jossey-Bass.

## ARTICLES AND BOOK CHAPTERS - CONTINUED

- Klingner, D., Patterson, V. & Roberts, G. E. (1998). The Miami Coalition surveys of employee drug use and attitudes: A five-year retrospective (1989-1993). *Public Personnel Management, 27*(2), 201-222.
- Roberts, G. E. (1997). Florida's open meetings law and its effect on the policy making process in Dade County: The administrative perspective. *International Journal of Public Administration, 20*(7), 1367-1394.
- Roberts, G. E. (1997). Implementing sunshine and the Public Records Law in Dade County, Florida: Problems and prescriptions for reform. *International Journal of Public Administration, 20*(2), 431-449.
- Roberts, G. E. & Reed, T. (1996). Performance appraisal participation, goal setting and feedback: The influence of supervisory style. *Review of Public Personnel Administration, 16*(4), 29-60.
- Roberts, G. E. (1996). A case study in performance appraisal system development: Lessons from a municipal police department. *American Review of Public Administration, 26*(3), 361-385.
- Roberts, G. E. & Pavlak, T. P. (1996). Municipal government personnel professionals and performance appraisal: Is there a consensus on the characteristics of an effective appraisal system? *Public Personnel Management, 25*(3), 379-408.
- Roberts, G. E. (1995). Developmental performance appraisal in municipal government: An antidote for a deadly disease? *Review of Public Personnel Administration, 15*(3), 17-43.
- Roberts, G. E. (1995). Age related employment issues in Florida municipal governments: Are municipalities preparing for change? *Review of Public Personnel Administration, 15*(2), 62-83.
- Roberts, G. E. (1995). Municipal government performance appraisal system practices: Is the whole less than the sum of its parts? *Public Personnel Management, 24*(2), 197-221.
- Roberts, G. (1994). Maximizing performance appraisal system acceptance: Perspectives from municipal government personnel administrators. *Public Personnel Management, 23*(4), 525-549.
- Roberts, G. (1994). Barriers to municipal government performance appraisal systems: Evidence from a survey of municipal personnel administrators. *Public Personnel Management, 23*(2), 225-236.

## ARTICLES AND BOOK CHAPTERS - CONTINUED

Roberts, G. (1992). Linkages between performance appraisal system effectiveness and rater and ratee acceptance. *Review of Public Personnel Administration*, 12(3), 19-41.

Dunn, W. N., Pavlak, T. P., & Roberts, G. (1987). Cognitive performance appraisal -- Mapping manager's category structures using the grid techniques. *Personnel Review*, 16(3), 16-19.

## BOOK REVIEWS

Roberts, G. E. (2006). The Integration of religion and spirituality in the workplace: A paradigmatic ethics, policy and performance debate. *Public Performance and Management Review*, 29(4), 510-518.

Roberts, G. E., & Sandoval, C. (2005). Book review: Family leave policy. *Review of Public Personnel Administration*, 25(2), 193-196.

Roberts, G. E. (2000). Book review of human resource management texts. *American Review of Public Administration*, 30(3), 344-352.

## POPULAR PRESS ARTICLES

Green, D. D., & Roberts, G. E. (2009). How managers can showcase their spiritual IQ in business. *Next Wave*, March, 2009. <http://the-next-wave-ezine.info/issue123/index.cfm?id=46&ref=ARTICLES%5FLEADERSHIP%5F633>

Green, D. D., & Roberts, G. E. How managers can showcase their spiritual IQ in business. Accepted for publication in *Kingdom Business Magazine*.

## WORKS IN REVIEW AND IN PROGRESS

Roberts, G. "A guide to practical human resource management research." (Updating chapter for the 3rd Edition of A guide to practical human resource management research. In S. Condrey (Ed.) Handbook of Practical Human Resources Management,. San Francisco: Jossey-Bass.

Redmer, T., & Roberts, G. E. "Ocean Beach Animal Shelter" case submitted for review by the North American Case Research Association

Redmer, T., & Roberts, G. E. "Honor and Remember" case submitted for review by the Southeast Case Research Association.

## WORKS IN REVIEW AND IN PROGRESS

Green, D., & Roberts, G. "Transformational Leadership in a Postmodern World: The Presidential Election of Barack Obama." To be submitted for review by *Journal of Leadership Studies*.

Green, D., D. & Roberts, G. "Impending danger: Rethinking federal leadership in the 21<sup>st</sup> Century." Book project for presentation to Information Age Publishing.

Green, D. & Roberts, G. E. "Building Federal Competencies in a Global Market"

Green, D. & Roberts, G. E. "Reshaping the Federal System for a Postmodern Workforce"

Book Projects in the preparation stage:

- Roberts, G. E. Workplace spiritual intelligence
- Roberts, G. E. Workplace Spiritual Intelligence Devotionals and Workbook
- Roberts, G. E. Principles of Christian Human Resource Servant Leadership

## MONOGRAPHS AND REPORTS

Kilmer, M. & Roberts. (2009). Ohio's contract for the future: Teacher union collective bargaining reform in Dayton and Columbus. Columbus, Ohio: Buckeye Institute for Public Policy Solutions.

[http://www.buckeyeinstitute.org/docs/Contract\\_for\\_the\\_Future.pdf](http://www.buckeyeinstitute.org/docs/Contract_for_the_Future.pdf).

Pod cast link with the study: <http://www.buckeyevoices.org/index.php>

Roberts, G. E. (1995). *Effective AIDS prevention planning: Lessons from the literature*. Consultant report prepared for Local Advisory Board, Region II, (Health Care Planning), Fairleigh Dickinson University.

Roberts, G. E. (1995). *Effective AIDS prevention planning for adolescents and youth: Lessons from the literature*. Consultant report prepared for Local Advisory Board, Region II, (Health Care Planning), Fairleigh Dickinson University.

Roberts, G. E. (1995). *Physician practices survey*. Consultant report prepared for Local Advisory Board, (Health Care Planning), Region II, Fairleigh Dickinson University.

Pittsburgh Department of Public Safety. (1989 & 1990). *Police statistical report*. Pittsburgh: Pittsburgh Department of Public Safety.

Dunn, W. N., & Roberts, G. E. (1987). *The role of standardized tests in minority oriented curricular reform*. Consultant report prepared for the Legislative Office for Research Liaison, House of Representatives, Harrisburg, PA.

## MONOGRAPHS AND REPORTS - CONTINUED

Roberts, G. E. & Seaton, A. (1981). *Georgia mountains regional labor prospectus*.  
Gainesville, GA: Georgia Mountains Regional Planning and Development Commission.

## FUNDED PROJECTS

July 2006, *Workplace Spiritual Intelligence*, Faculty Development Grant, \$7,750, Regent University

December 1997, *Certified Public Manager Program, Levels IV - VI*, Human Resource Development Institute, State of New Jersey, \$1.1 million contract to redesign the Certified Public Manager (CPM) curriculum and to provide ongoing training for a two-year period. Coauthor of proposal with Thomas J. Pavlak.

July 1997, New *Jersey Local Government Benefit Practices*, \$4,200, Faculty Development Grant, Fairleigh Dickinson University.

July 1997, *An Analysis of Selected Demographic Characteristics of Ten Sample Acute Care Hospitals in the State of Jersey: 1992 - 1995*, \$5,000, Region II Local Advisory Board, Teaneck, NJ.

January 1995, *Effective AIDS Prevention Planning: Lessons From the Literature*, \$4,000, Region II Local Advisory Board, Teaneck, NJ.

June 1995, *Effective AIDS Prevention Planning for Adolescents: Lessons From the Literature*, \$3,500, Region II Local Advisory Board, Teaneck, NJ.

July 1995, *Physician Practices Survey*. \$4,000, Region II Local Advisory Board, Teaneck, NJ.

## PRESENTATIONS AND PANEL SESSIONS AT PROFESSIONAL MEETINGS

Roberts, G with Kathleen Patterson (April 2008). *Servant leader HR practices*. Presented at the monthly meeting of the Hampton Roads Virginia chapter of the Society for Human Resources Management, Virginia Beach, VA.

Roberts, G (October 2007) *Designing and Developing Purposeful Programs*. Safe Kids 2007 Leadership Conference, Washington, D.C.

Roberts, G. (June 2007). Panelist on *Religion, Spirituality, and the Workplace: Challenges for Public Administration*. Christians in Political Science Fifth National Conference. Wheaton College, Chicago, Illinois

**PRESENTATIONS AND PANEL SESSIONS  
AT PROFESSIONAL MEETINGS-CONTINUED**

Roberts, G with Kathleen Patterson (January 2007). *Servant leader HR practices*. Presented at the annual leadership conference of the Virginia chapter of the Society for Human Resources Management, Virginia Beach, VA.

Roberts, G. (October 2006). *Servant leadership constructs: Integrating the principles into the workplace*. Presented at the Christian Business Faculty Members Association, Dayton, Ohio.

Roberts, G. (March 2004). *The influence of religious commitment on workplace outcomes*. Presented at the American Society of Public Administration Annual Conference, Portland, OR.

Roberts, G. (March 2004). *Citizen driven performance measurement*. Presented at the Hampton Roads Annual ASPA chapter symposium, Norfolk, Virginia.

Roberts, G. (July 2002). *Creating an effective employee climate survey*. Presented at the Tennessee Personnel Management Association Annual Conference, Memphis, Tennessee.

Roberts, G. (March 2001). *The influence of needs assessment strategies on municipal Government benefits practices: Results from a national survey*. Presented at the American Society of Public Administration Annual Conference, Newark, New Jersey.

Roberts, G. (April 2000). *Family-friendly benefits practices in local government*. Paper presented at the American Society of Public Administration Annual Conference, San Diego.

Roberts, G. (March 2000). *Family-friendly benefits practices in local government*. Invited presentation at the Carl Vinson Institute of Government, University of Georgia.

Roberts, G & Smith, D. (October 1996). *The interface of fiscal and personnel policy in New Jersey local government*. Chaired panel and presented overview of personnel practices designed to reduce fiscal stress at the American Society of Public Administration Region I, II and IV Conference, Princeton, New Jersey.

Roberts, G. (October 1996). *Designing and conducting employee attitude surveys*. Paper presented at the 1996 Southern Conference of Public Administration, Miami, Florida.

McCue, C. & Roberts, G. (October 1996). *Trends and changes in local government benefit packages: Implications for fiscal and personnel policy*. Paper presented at the 1996 Southern Conference of Public Administration, Miami, Florida.

## **PRESENTATIONS AND PANEL SESSIONS AT PROFESSIONAL MEETINGS-CONTINUED**

Roberts, G. & Reed, T. (July, 1995). *Developmental performance in municipal government: A partial answer to an enduring riddle?* Paper presented at the 1995 American Society of Public Administration Annual Conference, San Antonio, Texas.

Roberts, G. (October 1993). *Government in the sunshine: Fun in the sun or a severe case of sunburn?* Paper presented at the 1993 Southeastern Conference on Public Administration, Cocoa Beach, Florida.

Roberts, G. (October 1992). *Municipal government, personnel professionals, and performance appraisal.* Paper presented at the 1992 Southeastern Conference on Public Administration, Montgomery, Alabama.

Roberts, G. (March 1992). *Maximizing performance appraisal system acceptance: Perspectives from municipal government personnel administrators.* Paper presented at the First Biannual International Conference on Advances in Management, Orlando, Florida.

Roberts, G. (October 1990). *The influence of participation, goal setting, feedback and acceptance on measures of performance appraisal system effectiveness.* Paper presented at the NASPAA Annual Conference, Salt Lake City, Utah.

## **FELLOWSHIPS/SCHOLASTIC AWARDS**

- Recipient of the 1989-1990 National Association of Schools of Public Affairs and Administration's Annual Dissertation Award
- Robert S. Wolfson Fellowship awardee for scholarly excellence in public personnel and labor relations, 1982, University of Pittsburgh
- MPA comprehensive exam, University of Georgia, passed with distinction
- Elected to membership in Pi Alpha Alpha and Phi Kappa Phi for scholarly excellence in Public Administration, 1980, University of Georgia
- U.S. Office of Education Public Service Fellowship, 1978-1979, University of Georgia

## **SERVICE TO THE PROFESSION**

- Past Book Review and Book Notes Editor, *Review of Public Personnel Administration*
- Regular Reviewer: *American Review of Public Administration*, *Review of Public Personnel Administration*

### **SERVICE TO THE PROFESSION - CONTINUED**

- Ad hoc Reviewer: *Public Administration Review, Public Integrity, Urban Affairs, Personnel Review, Psychological Reports, Perceptual and Motor Skills, State and Local Government Review*

### **PROFESSIONAL ASSOCIATIONS**

- American Society for Public Administration, President of Mid-South Chapter
- American Society of Public Administration, Hampton Roads Chapter

### **REFERENCES AVAILABLE UPON REQUEST**