

Leisha DeHart-Davis
Curriculum Vita

Education

Ph.D. Public Policy, Georgia Institute of Technology, August 2000
M.S. Public Policy, Georgia Institute of Technology, 1993
B.A. Interdisciplinary Studies, University of South Carolina, 1986

Professional Experience

University of North Carolina-Chapel Hill

October 2020-Present	Distinguished Term Coates Professor of Public Administration and Government
April 2018-October 2020	Professor
March 2015-2017	Albert and Gladys Coates Distinguished Term Associate Professor
May 2012-2015	Associate Professor

University of Kansas

July 2011-May 2012	Doctoral Program Director
2009- May 2012	Associate Professor of Public Administration
2002-2009	Assistant Professor of Public Administration

Georgia Institute of Technology

1997-2002	Research Associate II Air Quality Laboratory School of Civil and Environmental Engineering
1993-1997	Research Associate I Air Quality Laboratory, School of Earth and Atmospheric Sciences
1992-1993	Graduate Research Assistant Air Quality Laboratory, School of Earth and Atmospheric Sciences
1991-1992	Graduate Research Assistant, School of Public Policy

Honors

Current	National Academy of Public Administration Fellow, Class of 2018
2019	Georgia Institute of Technology School of Public Policy Distinguished Alumni Award
2019	Gary Cornia Distinguished Lecturer, Brigham Young University's Romney Institute of Public Service and Ethics

2016-2018	UNC Thorp Faculty Engaged Scholar
2010	John C. Wright Graduate Mentorship Award, University of Kansas
2009	Kemper Fellowship for Teaching Excellence, University of Kansas

Research Interests

Public sector organizational behavior and development, diversity dynamics in the workplace.

Publications

Books

DeHart-Davis, L. (2017). *Creating Effective Rules in Public Sector Organizations*. Washington D.C: Georgetown University Press. Co-winner of the 2018 Best Book Award given by the American Society for Public Administration; winner of the Academy of Management Public and Nonprofit Division Best Book Award.

DeHart-Davis, Leisha, D.M. Hatmaker, K. Nelson, S.K. Pandey, S. Pandey, A.E. Smith. (2020). *Understanding Gender Imbalance in Public Sector Leadership*. Elements Series, Cambridge University Press.

Book Chapters

DeHart-Davis, Leisha, D. M. Hatmaker, Z.W. Oberfield, and A.E. Smith. (2018). "Public Sector Diversity Research: Taking Stock" *Handbook of American Public Administration*, North Hampton, MA, Edward Elgar Publishing Limited, 272-288.

Refereed Articles

Smith, Amy E., Hassan, S., Hatmaker, D.M., DeHart-Davis, L. and Humphrey, N., (2020). "Gender, Race, and Experiences of Workplace Incivility in Public Organizations". *Review of Public Personnel Administration*, p.0734371X20927760.

Kroll, A., DeHart-Davis, L., & Vogel, D. (2019). "Mechanisms of Social Capital in Organizations: How Team Cognition Influences Employee Commitment and Engagement". *The American Review of Public Administration*, 49(7), 777–791. <https://doi.org/10.1177/0275074019851894>

Hassan, S., DeHart-Davis, L., & Jiang, Z. (2019). "How Empowering Leadership Reduces Employee Silence in Public Organizations". *Public Administration*, 97(1), 116-131.

Kaufmann, W., Borry, E. L., & DeHart-Davis, L. (2019). "More Than Pathological Formalization: Understanding Organizational Structure and Red Tape". *Public Administration Review*, 79 (2), 236-245.

Borry, E.L., DeHart-Davis, L., Kaufmann, W., Merritt, C.C., Mohr, Z., Tummers, L. (2018). "Formalization and Consistency Heighten Organizational Rule Following: Experimental and Survey Evidence", *Public Administration*, 96, 368–385.

Pandey, Sheela, Pandey, Leisha DeHart-Davis, Sanjay K. Pandey. (2017). 'Follower Response to Deviant Leader Behavior: Does Leader Gender Matter?', *Academy of Management Annual Meeting Proceedings* 7(1), 13006. Winner of the 2017 Charles H. Levine Award for Best Conference Paper in the Public and Nonprofit Division of the Academy of Management

DeHart-Davis, L., Davis, R.S., Mohr, Z. (2014). "Green Tape and Job Satisfaction: Can Organizational Rules Make Employees Happy?" *Journal of Public Administration Research and Theory*, 25(3), p849-876.

DeHart-Davis, L., Chen, J., & Little, T.D. (2013). 'Written Versus Unwritten Rules: The Role of Rule Formalization in Green Tape', *International Public Management Journal* 16 (3), p331-356.

Nesbit, R., Moulton, S., Robinson, S., Smith, C., DeHart-Davis, L., Feeney, M.K., Gazley, B., and Hou, Y. (2011). 'Wrestling with Intellectual Diversity in Public Administration: Avoiding Disconnectedness and Fragmentation While Seeking Rigor, Depth, and Relevance', *Journal of Public Administration Research and Theory*, 21(1), i13-i28.

Feeney, M.K. & DeHart-Davis, L. (2009). 'Bureaucracy and Public Employee Behavior: A Case of Local Government', *Review of Public Personnel Administration*, 29 (4), p311-326.

DeHart-Davis, L. (2009). 'Green Tape and Public Employee Rule Abidance: Why Organizational Rule Attributes Matter', *Public Administration Review*, 69 (5), p901-910.

DeHart-Davis, L. (2009). 'Can Bureaucracy Benefit Organizational Women? An Exploratory Study', *Administration and Society*, 41 (3), p340-363.

Portillo, P. & DeHart-Davis, L. (2009). 'Gender and Organizational Rule Abidance', *Public Administration Review*, 69 (2), p339-347.

DeHart-Davis, L. (2009). 'Green Tape: A Theory of Effective Organizational Rules', *Journal of Public Administration Research and Theory* 19 (2), p361-384.

- DeHart-Davis, L. (2007). 'The Unbureaucratic Personality', *Public Administration Review* 67 (5), p892-903.
- DeHart-Davis, L., Marlowe, J., and Pandey, S.K. (2006). 'Gender Dimensions of Public Service Motivation', *Public Administration Review* 66 (6), p873-887.
- Zia, A., Norton, B.G., Noonan, D.S., Rodgers, M.O., and DeHart-Davis, L. (2006). 'A Quasi-Experimental Evaluation of High-Emitter Non-Compliance and Its Impact on Vehicular Tailpipe Emissions in Atlanta, 1997-2001', *Transportation Research Part D* 11 (1), p77-96.
- DeHart-Davis, L., & Kingsley, G. (2005). 'Managerial Perceptions of Privatization: Evidence from a State Department of Transportation', *State and Local Government Review*, 37 (3), p228-241.
- DeHart-Davis, Leisha & R. Guensler. (2005). 'Employers as Mediating Institutions in Public Policy: The Case of Commute Option Programs', *Policy Studies Journal*, 33(4), p675-697.
- DeHart-Davis, Leisha & Sanjay K. Pandey. (2005). 'Red Tape and Public Employees: Does Perceived Rule Dysfunction Alienate Managers?', *Journal of Public Administration Research and Theory*, 15 (1), p133-148.
- Corley, E., DeHart-Davis, L. & Rodgers, M.O. (2003). 'Inspection/Maintenance Program Evaluation: Replication of the Denver Step Method for an Atlanta Fleet', *Environmental Science and Technology*, 37 (12), p2801-2806.
- DeHart-Davis, L., Corley, E., & Rodgers, M.O. (2002). 'Evaluating Vehicle Inspection/Maintenance Programs Using Onroad Emissions Data: The Atlanta Reference Method', *Evaluation Review*, 26 (2), p111-146.
- DeHart-Davis, L. & Bozeman, B. (2001). 'Regulatory Compliance and Air Quality Permitting: Why Do Firms 'Overcomply?'', *Journal of Public Administration Research and Theory*, 11 (4), p471-508.
- Bozeman, B. & DeHart-Davis, L. (1999). 'Red Tape and Clean Air: Title V Air Pollution Permitting Implementation as a Test Bed for Theory Development', *Journal of Public Administration Research and Theory*, 9(1), p141-177.

Book Reviews

- DeHart-Davis, L. (2014). 'Emotional Labor and Crisis Response: Working on the Razor's Edge', *International Public Management Journal*, by Sharon H. Mastracci, Mary E. Guy, & Meredith A. Newman, 17 (3), p433-436.

DeHart-Davis, Leisha. (2014). 'Opening the Black Box of Red Tape Research', *Journal of Public Administration Research and Theory*, 24 (4), p1072-1076.

Invited Lectures

American University, November 5, 2020.

George Washington University, October 24, 2018

Arizona State University, April 20, 2016

Florida International University, October 17, 2015

Research Communications

DeHart-Davis, Leisha. (2020). Local Government Employees and COVID-19 Stress: What Managers Can Do About It. Blog post on International City County Association website.

DeHart-Davis, Leisha. (2018). Overcoming Public Employee Silence. Blog post on *Governing Magazine* website.

DeHart-Davis, Leisha, Deneen M. Hatmaker, Kimberly L. Nelson, Sanjay K. Pandey, Sheela Pandey, and Amy E. Smith. (2020). "Near the Top: Understanding Gender Imbalance in Local Government Management." *Local Government Review* 5: 6–19.

DeHart-Davis, Leisha and L. Payne. (2017). Effectively Listening to Employees. Blog post on International City County Management website.

DeHart-Davis, Leisha, D. Maynard, and M. McDougall. (2014). "From Red Tape to Green Tape: Improving Due Process in Local Government Organizations." Report to the Alliance for Innovation Local Government Research Collaboration.

DeHart-Davis, Leisha, J. Watts, and E. Kennell (2016). "Town of Cary Employee Survey: Final Results." Report to the Town of Cary.

DeHart-Davis, Leisha, T. Olofintuyi. (August 18, 2016). "How Can Local Governments Create Gender-Inclusive Workplaces?" Blog post on the League of Women in Government website.

DeHart-Davis, Leisha (April 4, 2016). "Serenity Now! Managing Emotional Labor in the Local Government Workplace", blog post on the Human Capital Matters website.

DeHart-Davis, Leisha (March 4, 2016). "Boosting Employee Survey Response Rates" blog post on the Human Capital Matters website.

DeHart-Davis, Leisha (July 18, 2014). "What Local Government Cannot Afford Human Capital Matters" blog post on the Human Capital Matters website.

DeHart-Davis, Leisha (June 17, 2014). “Don’t Rush Off: Making a Good Impression on Job Applicants” blog post on the Human Capital Matters website.

DeHart-Davis, Leisha (October 14, 2013). “Why’d She Do That? Explaining Workplace Behavior and Why It Matters”. Blog post on the Human Capital Matters website.

DeHart-Davis, Leisha (October 14, 2013). “Green Tape in Organizations: Creating Good Rules That People Follow”. Blog post on the Human Capital Matters website.

DeHart-Davis, Leisha (October 14, 2013). “To Ask or Not? Deciding to Survey Employees Human Capital Matters.” Blog post on the Human Capital Matters website.

Teaching

Master of Public Administration Teaching

PUBA 744, Navigating Diverse Perspectives, Fall 2018, Fall 2020.

PUBA 723 Human Resource Management. Spring 2013, Summer 2013, Spring 2014, Spring 2015, Spring 2016, Spring 2017, Spring 2018, Spring 2019, Spring 2021.

PUBA 780, Diversity in Public Administration, Fall 2013, Fall 2014, Fall 2019.

PUBA 746, Portfolio Course, Spring 2016.

Practitioner Teaching

Emotional Labor in High Stress Occupations, UNC School of Government, June 25th, 2020

Creating Effective Local Government Workplaces. Triangle J. February 26, 2019.
The Psychology of Pay. North Carolina International Public Management Association-
Human Resource Management. October 25, 2018. Webinar.

The Science of Getting Ahead (for Women in Local Government). Colorado League of Women in Government. February 2nd, 2017. Webinar.

Many Faces of Employee Engagement. Organization of Municipal Personnel Officers Annual Meeting, October 3, 2016, Sunset Beach, NC

Many Faces of Employee Engagement. ICMA Annual Conference, Research Symposium for Practitioners and Students, September 27, 2016, Kansas City, MO

Many Faces of Employee Engagement. NC Department of Revenue 2016 Advanced Personal Property Seminar, September 14, 2016, Greensboro, NC

Engaging Women in Public Service, North Carolina City County Management Association, February 4, 2016. Durham, NC.

Teaching Diversity, Town of Chapel Hill Diversity Facilitator Training. February 26, 2016. Chapel Hill, NC.

Verna Meyers TedTalk: How To Overcome Our Biases: Walk Boldly Toward Them. Diversity and Inclusion Lunchtime Webinar. January 15, 2016, Chapel Hill, NC.

Engaging Women in Public Service, Women in Municipal Government, October 12, 2015, Winston-Salem, NC.

Red Tape to Green Tape: Improving Grievance Processes in Local Government Organizations, North Carolina City County Management Association Summer Session, June 13, 2015. Wilmington, NC.

Why'd You Do That? Explaining Workplace Behavior and Why It Matters. North Carolina Chapter of the American Public Works Association, July 31, 2014, Chapel Hill, NC.

Employee Surveys and Non-Compensation Morale, 2014 North Carolina Local Government Budgeting Association (NCLGBA), July 17, 2014. Greensboro, NC

Why Human Capital Matters To Local Government Organizations, IPMA-HR Webinar, June 19, 2014. Chapel Hill, NC.

Values-Based Customer Service, Human Capital Matters Webinar. March 28, 2014. Chapel Hill, NC.

Why'd You Do That? Explaining Workplace Behavior and Why It Matters. UNC-MPA Annual Alumni Conference, November 7th, 2013, Chapel Hill, NC.

Why'd You Do That? Explaining Workplace Behavior and Why It Matters. Managing the Tax and Finance Office, September 26, 2013, Chapel Hill, NC.

Why'd You Do That? Explaining Workplace Behavior and Why It Matters. Introduction to Personnel Law, September 25, 2013, Chapel Hill, NC.

Evidence Based Hiring: Techniques for Getting the Right People on the Bus NC Chapter of the American Public Works Association, August 8, 2013. Asheville, NC.

Green Tape in Public Organizations: Creating Good Rules That People Will Follow NC Association of Assessing Officers Conference, November 14, 2012. Asheville, NC.

Leaning In: Women and Leadership; NC Women in Public Finance Breakfast, July 26, 2013, Wrightsville Beach, NC.

Green Tape in Public Organizations: Creating Good Rules That People Will Follow. UNC-MPA Annual Alumni Conference, November 2, 2012. Chapel Hill, NC

Green Tape in Public Organizations: Creating Good Rules That People Will Follow. NC Elected DAs Conference (NDDA) October 24, 2012, Concord, NC.

Green Tape in Public Organizations: Creating Good Rules That People Will Follow. City of Durham Leadership Conference, October 12, 2012, Durham, NC.

Green Tape in Public Organizations: Creating Good Rules That People Will Follow. Introduction to Public Employment Law, October 2, 2012. Chapel Hill, NC.

Green Tape in Public Organizations: Creating Good Rules That People Will Follow. Managing the Tax and Finance Office, September 15, 2012. Chapel Hill, NC.

Evidence Based Hiring: Techniques for Getting the Right People on the Bus NC Finance Officers Association Meeting, March 7, 2012. Raleigh, NC.

Strategic Human Capital Management, Western NC Managers Association, March 5, 2012, Asheville, NC.

Courses Administered

Engaging Women in Public Service: Creating a Powerful First Impression. May 1, 2016. Asheville, NC.

Building Your Emotional Intelligence. Human Capital Matters Webinar. April 8, 2016. Chapel Hill, NC.

Engaging Women in Public Service: Managers Summit. March 15, 2016. Greensboro, NC.

Diversity and Inclusion for the MPA, UNC Public Administration Conference. November 6, 2015. Chapel Hill, NC.

Engaging Women in Public Service: Signals and Strategy. June 5, 2015, Chapel Hill, NC.

Troublemakers, Whiners and Pessimists: Dealing with Personality in the Workplace, Human Capital Matters Webinar. May 14, 2015. Chapel Hill, NC.

Effective Grievance Process in Local Government Organizations, Human Capital Matters Webinar, March 15, 2015, Chapel Hill, NC.

Succession Planning for Local Government Organizations, Human Capital Matters Webinar. January 31, 2015. Chapel Hill, NC.

Employee Performance Evaluation 101, Human Capital Matters Webinar. January 23, 2015. Chapel Hill, NC.

Engaging Women in Public Service Brownbag, with Georgia Allen. November 21, 2014.

Diversity and Inclusion in Local Government Organizations, Human Capital Matters Webinar. October 24, 2014. Chapel Hill, NC.

Effective Disciplinary Procedures, Human Capital Matters Webinar. February 28, 2014. Chapel Hill, NC.

Engaging Women in Public Service: Taking Your Place and Paying It Forward, June 6, 2014, Chapel Hill, NC.

Women in Public Administration, MPA Pre-Conference Session, November 7, 2013, Chapel Hill, NC.

Other Teaching

Succeeding in Graduate School, Orientation Session, Fall 2013, Fall 2014, Fall 2015.

Research Contracts

Office of State Human Resources, State of North Carolina, Workplace Climate Survey, \$5000

City of Zebulon, Workplace Climate Survey, \$6500

International City County Management Association, Near the Top: Understanding Gender Imbalance in Local Government Management, \$15,000, 2018-2019.

With Deneen Hatmaker, Associate Professor, University of Connecticut
Kim Nelson, Associate Professor, University of North Carolina-Chapel Hill
Sanjay Pandey, Professor, George Washington University
Sheela Pandey, Assistant Professor, Penn State University-Harrisburg
Amy Smith, Associate Professor, University of Massachusetts-Boston

City of Apex, Organizational Assessment, \$5000, 2019.

Edgecombe County, Organizational Assessment, \$3000, 2019.

City of Gastonia, Organizational Assessment, \$3000, 2019.

UNC-Chapel Hill College of Liberal Arts and Sciences, Organizational Assessment, \$5000, 2018.

Town of Chapel Hill Organizational Assessment, \$16,000, 2017-2018.

City of Concord Organizational Assessment, \$15,000, 2016-2017
Durham County Department of Social Services Organizational Assessment, \$8,500, 2016
Town of Cary Employee Survey, \$20,000, 2015-2016
From Red Tape to Green Tape: Improving Due Process in Local Government
Organizations. Alliance for Innovation Local Government Research
Collaboration. March 2014-March 2015. \$40,000
Alliance Behavioral Healthcare Employee Engagement Study. Alliance Behavioral
Healthcare, \$5000, 2012.
Town of Chapel Hill Employee Survey, Pro Bono, 2012.

Professional Service

To the Profession

2020-2021, Co-Chair, Ethics Committee, Public Management Research Association
2020-2022, Co-Editor, Perspectives on *Public Management and Governance* Symposium
on Reappraising Bureaucracy in the 21st Century
2020-2021, Guest Editor, *Public Administration Review* Symposium on Beyond
Representative Bureaucracy Symposium
2019-2021 Vice President, Public Management Research Association
2020 Member, Program Committee, Public Management Research Conference-
University of Hawaii at Manoa
2020 Member, National Academy of Public Administration, Steering Committee of the
Standing Panel on Public Service
2020 Member, Academy of Management Public and Nonprofit Division Best Book
Award
2019 Member, National Academy of Public Administration Study Panel, Defense
Nuclear Facilities Safety Board (DNFSB).
2019 Chair of Public Management Research Conference, held at University of North
Carolina at Chapel Hill, June 11th-13th.
2019-Member, League of Women in Government Board of Directors
2019 Chair, Public Management Research Conference
2018 Chair, Public Management Research Association Best Dissertation Award
2017 Member, Frederickson Award, Public Management Research Association
2016-2019 Member, Editorial Board, *Public Administration Review*
2017 Past Division Chair, Public and Nonprofit Division, Academy of Management
2015-2017 Member, Editorial Board, *American Review of Public Administration*
2016 Division Chair, Public and Nonprofit Division, Academy of Management
2016 Co-Convener, Academic Women in Public Administration
2015 Program Chair, Public and Nonprofit Division, Academy of Management
2015 Member, Public Administration Review Best Paper Award Committee.
2015 Chair, Leonard White Award for Best Dissertation, American Political Science
Association.
2015 Program Chair, Academy of Management Public and Nonprofit Division
2015 Academic Advisor, Women Leading Government Coalition.

2015-2018 Chair, Board of Advisors, Arizona State University Center for Organizational Research and Design

2014, Member, Simon Best Book Award Committee, American Political Science Association.

2014-2017 Member, Public Management Research Association Board of Directors

2014 Member, Emerging Local Government Leaders, Southeast Chapter Advisory Board

2014 Chair, Academy of Management Public and Nonprofit Division Best Book Award

2013 and 2015 Professional Development Workshop Chair, Academy of Management Public and Nonprofit Division.

2013 Fulbright Specialist Program Reviewer

Reviewer:

Administration and Society

Administration Theory and Praxis

American Review of Public Administration

Governance

International Public Management Journal

International Review of Administrative Science

Journal of Behavioral Public Administration

Journal of Management Studies

Journal of Public Administration Research and Theory

Journal of Public Affairs Education

Public Administration

Public Administration Review

Public Management Review

Public Personnel Management

Review of Public Personnel Administration

Social Science Journal

To UNC-Chapel Hill

2017-2018, Member, Carolina Women's Center Advisory Board

2015-2018, Member, Community and Diversity Committee

March 23rd, 2017. Panelist, Equal Means Equal Film Screening, UNC's Sonja Haynes Stone Center, Carolina Women's Center.

To the UNC School of Government

2016-Current Chair, School of Government Institutional Review Board

2016-Current Faculty Liaison to the MPA Student Diversity Committee

2016 Member, Strategic Foresight Planning Subcommittee

2016 Member, MPA Admissions Committee

2016 Member, Dean's Advisory Council

2016 Co-Convener, Multidisciplinary Mash Up

2014-Current Member, MPA Portfolio Committees

2014-Current Co-Chair, Public Management Research Conference Planning Committee

2014-Current Chair, MPA Portfolio Committees

2013-Current	Chair, MPA Rankings Workgroup
2013-2016	Director, NC County Salary Survey
2013-Current	MPA@UNC Admissions Committee Member
2013 Member	MPA Faculty Search Subcommittee
2013 Member	Social Science Research Assistant Search Committee
2013 Co-chair	External Speaker Series Coordinator with Whitney Afonso
2013	MPA Capstone Committee Member for Ebony Perkins, Wrenn Davidson, Renisha Howard, Chris Kenrick
Since 2014	Portfolio Committee Chair (19 committees)
Since 2014	Portfolio Committee Member (15 committees)