

Sergio Fernandez

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Education

Ph.D. in Public Administration, University of Georgia, 2004.

Doctoral Thesis: Explaining Contracting Effectiveness: An Empirical Analysis of Contracting for Services among Local Governments. (Hal G. Rainey, Advisor).

Fields: Public Administration, Organization Theory, and Public Policy.

Master of Public Administration, Florida International University, 1996.

Bachelor of Arts in International Relations, Florida International University, 1993.

Peer-Reviewed Journal Articles

Pitts, David W., Marvel, John, D., and Fernandez, Sergio. Forthcoming. "So Hard to Say Goodbye? Turnover Intention among U.S. Federal Employees." *Public Administration Review*.

Fernandez, Sergio and Pitts, David. 2011. "Understanding Employee Motivation to Innovate: Evidence from Front Line Employees in United States Federal Agencies." *Australian Journal of Public Administration*, 70: 202-222.

Fernandez, Sergio and Moldogaziev, Tima. 2010. "Empowering Public Sector Employees to Improve Performance: Does it Work?" *American Review of Public Administration*, 41: 23-47.

Fernandez, Sergio and Wise, Lois R. 2010. "An Exploration of Why Public Organizations 'Ingest' Innovations." *Public Administration*, 88: 979-998.

Moynihan, Donald, Fernandez, Sergio, Kim, Soonhee, LeRoux, Kelly M., Piotrowski, Suzanne J., Wright, Bradley E., and Yang, Kaifeng. 2010. "Performance Regimes amidst Governance Complexity." *Journal of Public Administration Research and Theory*, 21: 141-155.

Fernandez, Sergio, Cho, Yoonjik, and Perry, James L. 2010. "Exploring the Link between Integrated Leadership and Public Sector Performance." *Leadership Quarterly*, 21: 308-323.

Smith, Craig R. and Fernandez, Sergio. 2010. "Equity in Federal Contracting: Examining the Link between Minority Representation and Federal Procurement Decisions." *Public Administration Review*, 70: 87-96.

Pitts, David W. and Fernandez, Sergio. 2009. "The State of Public Management Research: An Analysis of Scope and Methodology." *International Public Management Journal*, 12: 399-420.

Fernandez, Sergio. 2009. "Understanding Contracting Performance: An Empirical Analysis." *Administration and Society*, 41: 67-100.

Fernandez, Sergio. 2008. "Examining the Effects of Leadership Behavior on Employee Perceptions of Performance and Job Satisfaction." *Public Performance and Management Review*, 32: 175-205.

Fernandez, Sergio, Ryu, Jay Eungha, and Brudney, Jeffrey L. 2008. "Exploring Variations in Contracting for Services among American Local Governments: Do Politics Still Matter?" *American Review of Public Administration*, 38: 439-462.

Fernandez, Sergio. 2007. "What Works Best When Contracting for Services? An Analysis of Contracting Performance at the Local Level." *Public Administration*, 85: 1119-1140.

Fernandez, Sergio and Pitts, David W. 2007. "Who are the Change Agents? Modeling Attitude and Behavior about Change among Public Managers." *American Review of Public Administration*, 37: 324-341.

Fernandez, Sergio, Smith, Craig R., and Wenger, Jeffrey B. 2007. "Employment, Privatization, and Managerial Choice: Does Contracting Out Reduce Public Sector Employment?" *Journal of Policy Analysis and Management*, 26: 57-77.

Fernandez, Sergio and Rainey, Hal G. 2006. "Managing Successful Organizational Change in the Public Sector: An Agenda for Research and Practice." *Public Administration Review*, 26: 168-176.

Fernandez, Sergio and Smith, Craig R. 2006. "Looking for Evidence of Public Employee Opposition to Privatization: An Empirical Study with Implications for Practice." *Review of Public Personnel Administration*, 26: 356-381.

Fernandez, Sergio. 2005. "Developing and Testing an Integrative Framework of Public Sector Leadership: Evidence from the Public Education Arena." *Journal of Public Administration Research and Theory*, 15: 197-217.

Brudney, Jeffrey L., Fernandez, Sergio, Ryu, Jay Eungha, and Wright, Deil S. 2005. "Exploring and Explaining Contracting Out: Patterns among the American States." *Journal of Public Administration Research and Theory*, 15: 393-419.

Fernandez, Sergio and Fabricant, Ross. 2000. "Methodological Pitfalls in Privatization Research: Two Cases from Florida's Child Support Enforcement Program." *Public Performance and Management Review*, 24: 133-144.

Editor-Reviewed Journal Articles and Book Chapters

Oberle, Jason and Fernandez, Sergio. 2010. "Purchasing Power: Best Practices in Township Procurement." *Michigan Township News*, July: 16-21.

Rainey, Hal G. and Fernandez, Sergio. 2006. "Response to Commentaries on 'Managing Successful Organizational Change in the Public Sector: An Agenda for Research and Practice.'" *Public Administration Review*, 66: 43-52.

Fernandez, Sergio, Lowman, Carol and Rainey, Hal G. 2005. "Privatization and Its Implications for Human Resource Management." In Riccucci, Norma M. (Ed.). *Public Personnel Management: Current Concerns, Future Challenges*. Fourth Edition. New York: Longman.

Fernandez, Sergio and Rainey, Hal G. 2005. "Local Government Contract Management and Performance: A Report." In International City/County Management Association (ICMA). *The Municipal Year Book*. ICMA: Washington, DC.

Rainey, Hal G. and Fernandez, Sergio. 2004. "A Response to 'Prompting the Transformation of Public Organizations.'" *Public Performance and Management Review*, 27: 34-40.

Fernandez, Sergio. 2004. "Interview with Deil S. Wright." *State and Local Government Review*, 36: 151-155.

Fernandez, Sergio, Lowman, Carol E., and Rainey, Hal G. 2002. "Privatization and Human Resource Management." In Ban, Carolyn and Riccucci, Norma M. (Eds.). *Public Personnel Management*. Third Edition. New York: Longman.

Technical and Grant Reports

Fernandez, Sergio, Richards, Kenneth, Seesholtz, David, Fischer, Burnell, and Auer, Matthew. Forthcoming. *Formalization, Coordination, and the Implementation of NEPA*. Washington, DC: US Department of Agriculture, US Forest Service.

Fernandez, Sergio. 2010. *Case Study of the Commonwealth of Virginia's Procurement System*. Washington, DC: Pew Center on the States, Government Performance Project.

Brown, Trevor, Fernandez, Sergio, and Heckman, Alex. 2010. *States Buying Smarter: Lessons Learned from Minnesota and Virginia*. Washington, DC: Pew Center on the States, Government Performance Project.

Fernandez, Sergio. 2009. *Design and Implementation of European Union Public Procurement Policy: Bibliography with Questions for Future Research*. Bloomington, Indiana: Indiana University, Center for West European Studies.

Research Presentations

Fernandez, Sergio. "Consideration for Standardizing the U.S. Forest Service's NEPA Process." Paper presented at the NEPA for the 21st Century Principal Investigators Meeting, U.S. Forest Service, Denver, Colorado, June 2011.

Ritz, Adrian and Fernandez, Sergio. "Intended and Non-Intended Effects of Managing Organizational Change in Public Organizations." Paper presented at the 11th National Public Management Research Conference, Syracuse University, Syracuse, New York, June 2011.

Fernandez, Sergio and Moldogaziev, Tima. "A Causal Model of the Empowerment Process: Exploring the Link between Empowerment Practices, Employee Cognitions, and Behavioral Outcomes." Paper presented at the 11th National Public Management Research Conference, Syracuse University, Syracuse, New York, June 2011.

Fernandez, Sergio and Moldogaziev, Tima. "Empowerment, Innovativeness and Performance in the Federal Bureaucracy." Paper presented at the Research Colloquium, University of Kentucky, Lexington, Kentucky, March 2011.

Fernandez, Sergio. "The Origins and Current State of Employee Empowerment in American Government." Paper presented at the University of Bern, Center of Competence for Public Management, Bern, Switzerland, December 2010.

Fernandez, Sergio and Graham, John D. "Reform of Public Organizations: How to Induce More Proactive Responses to Emerging Risks." Paper presented at the International Risk Governance Council's Workshop on Emerging Risks, Rüschlikon, Switzerland, December 2010.

Fernandez, Sergio, Malatesta, Deanna, and Smith, Craig R. "The Link between Democratic Representation and Federal Contracting Decisions: Signs of Divergence?" Paper presented at the Fall Research Conference of the Association for Public Policy Analysis and Management, Boston, Massachusetts, November 2010.

Fernandez, Sergio and Moldogaziev, Tima. "Empowerment, Innovativeness, and Performance: Empirical Analysis of an Enduring New Public Management Reform in the U.S. Federal Bureaucracy." Paper presented at German University of Administrative Sciences-Speyer, Speyer, Germany, May 2010.

Malatesta, Deanna, Smith, Craig and Fernandez, Sergio. "Academic Silos and the Concept of Public Action: Reconciling Public Administration with Legal Doctrine." Paper presented at the Annual Midwest Political Science Association Conference, Chicago, Illinois, March 2011.

Fernandez, Sergio and Moldogaziev, Tima. "Empowerment, Innovativeness and Performance in the Federal Bureaucracy." Paper presented at the Research Colloquium, American University, Washington, D.C., March 2010.

Fernandez, Sergio and Moldogaziev, Tima. "Empowering Public Employees to Innovate." Paper presented at the 10th Public Management Research Conference, Ohio State University, Columbus, Ohio, October 2009.

Fernandez, Sergio and Moldogaziev, Tima. "Empowering Public Sector Employees to Improve Performance: Does it Work?" Paper presented at the Annual Meeting of the American Political Science Association, Toronto, Canada, September 2009.

Fernandez, Sergio. "European Union Public Procurement Policy: General Guidelines and Recent Reforms." Paper presented at Center for West European Studies, Indiana University, April 2009.

Pitts, David, Fernandez, Sergio and Chang, Chaeyoung. "Why do Employees Leave the Federal Service? A Model of Turnover Intention." Paper presented at the Annual Meeting of the American Political Science Association, Boston, Massachusetts, September 2008.

Fernandez, Sergio and Pitts, David. "How do We Motivate Public Employees to Innovate?" Paper presented at the Public Management and Performance Conference, Texas A&M University, College Station, Texas, May 2008.

Fernandez, Sergio and Wise, Lois R. "Exploring Why Public Organizations 'Ingest' Innovations." Paper presented at the 9th National Public Management Research Conference, Tucson, Arizona, October 2007.

Smith, Craig R. and Fernandez, Sergio. "Representative Bureaucracy and Federal Procurement: Examining the Impact of Minority Representation on the Awarding of Contracts to Small Disadvantaged Businesses." Paper presented at the 9th National Public Management Research Conference, Tucson, Arizona, October 2007.

Fernandez, Sergio and Pitts, David. "Understanding Employee Motivation to Innovate: Evidence from U.S. Federal Agencies." Paper presented at the Annual Meeting of the American Political Science Association, Chicago, Illinois, August 2007.

Witesman, Eva and Fernandez, Sergio. "The Mysterious Role of Trust: Nonprofits and Local Government Contracting." Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action's Annual Conference, Chicago, Illinois, November 2006.

Fernandez, Sergio and Wise, Lois. "Adoption of H-1B Visas among Texas Public School Districts: An Empirical Analysis of Organizational Innovation." Paper presented at the National Association of Schools of Public Affairs and Administration's Annual Conference, Minneapolis, Minnesota, October 2006.

Fernandez, Sergio. "Leadership Behavior and its Effects on Performance and Job Satisfaction." Paper presented at the Annual Meeting of the American Political Science Association, Philadelphia, Pennsylvania, August 2006.

Fernandez, Sergio and Pitts, David. "Under What Conditions do Public Managers Favor and Pursue Organizational Change?" Paper presented at the Annual Meeting of the Academy of Management, Atlanta, Georgia, August 2006.

Fernandez, Sergio. "What Works Best When Contracting for Services? An Analysis of Contracting Performance at the Local Level." Paper presented at the Public Management and Performance Conference, Texas A&M University, College Station, Texas, May 2006.

Fernandez, Sergio. "What Works Best When Contracting for Services? An Analysis of Contracting Performance at the Local Level." Paper presented at the Procurement and Acquisition Conference, Naval Postgraduate School, Monterey, California, May 2006.

Fernandez, Sergio. "Accounting for Performance in Contracting for Services: Are Successful Contractual Relationships Controlled or Managed?" Paper presented at the 8th National Public Management Research Conference in Los Angeles, CA, October 2005.

Fernandez, Sergio, Smith, Craig, and Wenger, Jeffrey. "Employment, Privatization, and Managerial Choice: Does Contracting Out Reduce Public Sector Employment?" Paper presented at the Annual Meeting of the American Political Science Association in Washington, DC, August 2005.

Fernandez, Sergio, Brudney, Jeffrey and Ryu, Jay Eungha. "Variations in Local Service Delivery: Examining the Effects of State-Level Factors on Local Government Contracting for Services." Paper presented at the Annual Meeting of the American Political Science Association in Washington, D.C., August 2005.

Fernandez, Sergio. "Developing and Testing an Integrative Framework of Public Sector Managerial Leadership: Evidence From the Public Education Arena." Paper presented at the 7th National Public Management Research Conference in Washington, DC, October 2003.

Brudney, Jeffrey L., Fernandez, Sergio, Ryu, Jay Eungha and Wright, Deil S. "Exploring and Explaining Contracting Out: Patterns Among the American States." Paper presented at the Annual Meeting of the American Political Science Association in Philadelphia, Pennsylvania, August 2003.

Pavlak, Thomas and Fernandez, Sergio. "Expert Knowledge in Policy Making: Sharing Czech and American Experience." Paper presented at Charles University, Prague, Czech Republic, June 2002.

Rainey, Hal G. and Fernandez, Sergio. "Special Hiring Authorities for Crucial Talent: Critical Pay Authorities in the Internal Revenue Service as Organizational Change." Paper presented at the Paul Van Riper Symposium, Annual Conference of the American Society for Public Administration in Phoenix, Arizona, March 2002.

Wong, Sidney, Strube, Jill and Fernandez, Sergio. "What Competitive Advantages do Inner Cities Have? The Case of Six Miami Neighborhoods." Paper presented at the Annual Conference of the Association of Collegiate Schools of Planning in Atlanta, Georgia, November 2000.

Work Experience

Associate Professor, Indiana University, School of Public and Environmental Affairs.	2011 to present
Assistant Professor, Indiana University, School of Public and Environmental Affairs.	2004 to 2011
Graduate Research Assistant, Carl Vinson Institute of Government, University of Georgia.	2000 to 2004
Researcher, Metropolitan Center, Florida International University.	1999 to 2000
Contract Administrator, City of Coral Gables.	1998 to 1999
Operations & Management Consultant, Florida Department of Revenue.	1997 to 1998
Research Assistant, Institute of Government, Florida International University.	1997

Teaching

SPEA

V366 Managing Behavior in Public Organizations	2005 to 2007, 2009 to 2010
V502 Public Management	2004 to 2010
V504 Public Organizations	2004 to 2005
V654 Public Program Management and Contracting	2006 to 2011
V672 Public Organization and Management II	2005 to 2011
<i>German University of Administrative Sciences - Speyer</i>	
S202 A Comparative Perspective on Public Administration in the European Union, Germany, and the US	2010 to 2011

Awards

Trustee Teaching Award, Indiana University, School of Public and Environmental Affairs.	2010
Herbert Kaufman Award, Best Paper Presented at the Annual Meeting of the American Political Science Association.	2004, 2006
Graduate Teaching Award, Indiana University, School of Public and Environmental Affairs.	2006
Leonard D. White Dissertation Award, American Political Science Association.	2005
Best Dissertation Award, Academy of Management, Public and Non-Profit Division.	2005
Annual Dissertation Award, National Association of Schools of Public Affairs and Administration.	2005
Honorable Mention, Dissertation Award, Association of Public Policy Analysis and Management.	2005
Best Doctoral Student Award, Department of Public Administration, University of Georgia.	2004
Graduate Research Assistantship, Carl Vinson Institute of Government, University of Georgia.	2001, 2002, 2003, 2004
Undergraduate Scholarship, Florida International University.	1989, 1990, 1991, 1992

Research and Consulting Grants

Indiana University, School of Public and Environmental Affairs. *Faculty Research Seed Grant*. Awarded July 2010. Amount: \$15,000.

Pew Charitable Trusts, Government Performance Project. *GPP Purchasing and Contracting Reform Initiative*. Awarded July 2009. Amount: \$22,000.

United States Forrest Service. *Formalization of the NEPA Process*. Awarded September 2008. Amount: \$35,000.

Indiana University, European Union's Center for Excellence. *Design and Implementation of EU Public Procurement Policy*. Awarded July 2008. Amount \$7,000.

Service

SPEA Committees and Other Activities

Dean's Advisory Council, Expert Panel on Government Outsourcing.	2011 to present
SPEA in Speyer Program Committee.	2009 to present
SPEA-DHV Speyer Conference Committee.	2010 to present
SPEA Overseas Education Committee.	2011 to present
Faculty Search Committee, Governance and Management Position.	2010 to 2011
Faculty Search Committee, Governance and Management Position.	2009 to 2010
Service Corp Advisory Board.	2009 to present
Undergraduate Public Management Curriculum Review Committee.	2008 to present
Faculty Search Committee, Arts Administration Position.	2008 to 2009
Faculty Search Committee, Public Management Position (IUPUI).	2008
Bonser Lecture Selection Committee.	2008
Master of Public Affairs Curriculum Committee.	2010 to present
Master of Public Affairs Admissions Committee.	2005 to 2010

Ph.D. in Public Affairs Program Committee.	2005 to present
Teaching Awards Committee.	2007
Staff Awards Committee.	2007
Doctoral Program Review Committee.	2004 to 2005

Student Service Activities

Comprehensive Exam Committees: Hyunkang Hur, Rachel Krefetz, Natalia Ermasova, Richard Knepper, Chaeyoung Chang, David Lee, Mujtahid Subagyo, Kathryn Shea, Jacob Broder-Bir, Sergio Villamayor, Scott Smitson, Scott Jones, Louis Fucilla, Rebecca Nanerry, Chris Silvia, Martin Lubby, Neal Buckwalter, Brett Seidle, Fred Wanjera, Trent Engber, Sam Stone, Owen Witesman, Tima Moldogaziev, Mike Shaver, Eva Witesman, Stephanie Moulton, Aleksey Kolpakov, Shane Nordyke, Tuty Herlina, Julieta Benitez, Helen Liu, Milena Neshkova, Suk-Tae Hwang, and Doga Kayalar.

Doctoral Student Advisory Committees: Sara Suhaibani, Natalia Ermasova, Hyunkang Hur, Mehmet, Mujtahid Subagyo, Scott Smitson, Louis Fucilla, Brett Seidle, David Lee, Deborah Shneck, Jacob Broder-Bir, Owen Witesman, Tima Moldogaziev, Martin Lubby, Neal Buckwalter, Kathryn Shea, Chris Silvia, Helen Liu, Eva Witesman, Stephanie Moulton, Shane Nordyke, Neal Buckwalter, Aleksei Kolpakov, Helen-Grace Ryan, and Suk-Tae Hwang.

Doctoral Dissertation Committees: John Marvel (in progress), Aleksey Kolpakov (in progress), Scott Smitson (in progress), Marty Luby (defended in 2010), Edward Vargas (defended in 2010), Chris Silvia (defended in 2010), Brett Seidle (defended in 2010), Stephanie Moulton (defended in 2008), and Suk-Tae Hwang (defended in 2008).

Panel Chair, Annual Conference of the Association of SPEA Ph.D. Students (2005, 2006 and 2010).

Professional Service Activities

Member, Board of Editors, Journal of Public Administration Research and Theory.	2011 to present
Member, Executive Board of the Public Management Research Association.	2009 to present
Member, Executive Committee of the Public Administration Section, American Political Science Association.	2007 to present
Chair, Panel on Multi-Sector Workforce, Public Management Research Association.	2011
Reviewer, Annual Meeting of the Academy of Management.	2010

Chair, Panel on Implementing the National Environmental Policy Act, Association for Public Policy Analysis and Management.	2010
Chair, Panel on Public Sector Diversity Management, Public Management Research Association.	2009
Member, Academic Network of the Alliance for Innovation, Arizona State University.	2007 to 2009
Member, Best Dissertation Award Committee, National Association of Schools of Public Affairs and Administration.	2008
Chair, Herbert Kaufman Award Committee, Public Administration Section, American Political Science Association.	2007
Speaker, Doctoral Student Colloquium, Academy of Management Annual Meeting, Atlanta Georgia.	2006
Manuscript reviewer for: Journal of Public Administration Research and Theory Public Administration Review Journal of Policy Analysis and Management Administration and Society Public Administration (London) American Review of Public Administration Review of Public Personnel Administration Public Performance and Management Review International Public Management Journal Public Management Review State and Local Government Review Journal of Politics Leadership Quarterly	
<i>Public Service Activities</i>	
Interviewee, Indianapolis Business Journal.	2011
Interviewee, Indianapolis Star.	2009, 2010
Consultant, Pew Charitable Trusts, Government Performance Project.	2009 to 2010
Consultant, U.S. Department of Agriculture, U.S. Forest Service.	2008 to present
Speaker, Mini University, Indiana University.	2009
Interviewee, Bloomington Herald Times.	2007
Interviewee, WGCL AM 1370 Radio Station.	2007

Speaker, IUPUI Program for Visiting Kazakh Public Officials. 2006

Speaker, Indiana Association of Public Health Physicians. 2005

Professional Associations

Public Management Research Association
American Political Science Association
American Society for Public Administration
Academy of Management
Association for Public Policy Analysis and Management