

Cullen C. Merritt, Ph.D.
University of Maryland, College Park
School of Public Policy
ccm@umd.edu

Education

2009-2014	Ph.D., Public Administration University of Kansas, Lawrence, KS <i>Dissertation advisor/chair: Rosemary O'Leary</i>
2009-2012	Master of Public Administration University of Kansas, Lawrence, KS
2006-2009	B.A., Political Science Texas A&M University, College Station, TX

Academic Appointments

University of Maryland, College Park

School of Public Policy

2023-present	Associate Professor (with tenure)
2023-present	Research Director, Institute for Public Leadership

Indiana University Indianapolis

O'Neill School of Public and Environmental Affairs

2020-2023	Associate Professor (with tenure)
2023	Director, Master of Public Affairs Program
2020-2022	Director, Undergraduate Honors Program
2014-2020	Assistant Professor

Institute for Engaged Learning

2021-2023	Faculty Fellow
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International/National Academic Association Leadership

2020-present	Editorial Board <i>Public Personnel Management</i>
2023-present	Editorial Board <i>Perspectives on Public Management and Governance</i>
2024-present	Editorial Board <i>Journal of Public Affairs Education</i>
2023	Conference Co-Chair Network of Schools of Public Policy, Affairs, and Administration (NASPAA)
2021-2023	Associate Editor <i>Public Administration Review</i>

Peer-Reviewed Journal Articles

* = entry features a student

* Abner, Gordon, Cullen C. Merritt, and Rachel Boggs. (forthcoming). How Can We Help Law Enforcement Agencies Learn? A Look at CALEA Police Accreditation. *Policing: An International Journal*.

Rutherford, Amanda and Cullen C. Merritt. (2024). The Limits of Framing Effects: Citizen Perceptions of Councilor Compensation. *Local Government Studies*, 50(1), 87-108

Paarlberg, Laurie E., Marlene Walk, and Cullen C. Merritt. (2022). Six Blind Men and One Elephant: Proposing an Integrative Framework to Advance Research and Practice in Justice Philanthropy. *Journal of Public and Nonprofit Affairs*, 8(3), 349-374.

Merritt, Cullen C., Deanna Malatesta, Julia Carboni, James E. Wright II, Sheila Suess Kennedy. (2021). What is Public? Big Questions Emerging from the Clash of Legal and Policy Paradigms. *Perspectives on Public Management and Governance*, 4(2), 130-145.

* Merritt, Cullen C., Morgan D. Farnworth, Sheila Suess Kennedy, Gordon Abner, James E. Wright II, Breanca Merritt. (2020). Representation through Lived Experience: Expanding Representative Bureaucracy Theory. *Human Service Organizations: Management, Leadership, & Governance*, 44(5), 434-451.

Wright, James E. and Cullen C. Merritt. (2020). Social Equity and COVID-19: The Case of African Americans. *Public Administration Review*, 80(5), 820-826.

**Recognized as one of the most downloaded papers among articles published in Public Administration Review from January 2019-December 2020*

* Merritt, Cullen C., Sheila Sues Kennedy, Morgan D. Farnworth. (2020). The Civic Dimension of School Voucher Programs. *Public Integrity*, 22(2), 154-169.

Merritt, Cullen C. (2019). Do Personnel with Lived Experience Cultivate Public Values? Insights and Lessons from Mental Healthcare Managers. *Healthcare Management Forum*, 32(3), 153-157.

Merritt, Cullen C. (2019). What Makes an Organization Public? Managers' Perceptions in the Mental Health and Substance Abuse Treatment System. *The American Review of Public Administration*, 49(4), 411-424.

* Sundt, Jody, Kathryn Schwaeble, Cullen C. Merritt. (2019). Good Governance, Political Experiences, and Public Support for Mandatory Sentencing: Evidence from a Progressive US State. *Punishment & Society*, 21(2), 141-161.

* Merritt, Cullen C., Sheila Sues Kennedy, Matt R. Kienapple. (2019). The Cost of Saving Money: Public Service Motivation, Private Security Contracting, and the Salience of Employment Status. *Public Performance & Management Review*, 42(4), 920-946.

Berry, Erin L., Leisha Dehart-Davis, Wesley Kaufmann, Cullen C. Merritt, Zachary T. Mohr, Lars Tummers. (2018). Formalization and Consistency Heighten Organizational Rule Following: Experimental and Survey Evidence. *Public Administration*, 96(2), 368-385.

**Recognized as a top cited paper among articles published in Public Administration from January 2018-December 2019*

* Merritt, Cullen C., Morgan D. Farnworth, Matt R. Kienapple. (2018). Developing Organizational Leaders to Manage Publicness: A Conceptual Framework. *Journal of Public Affairs Education*, 24(2), 216-233

* Merritt, Cullen C., Kathleen Cordell, Morgan D. Farnworth. (2018). Less is More? Publicness, Management Strategy, and Organizational Performance in Mental Health Treatment Facilities. *Public Administration Quarterly*, 42(1), 3-31.

* Merritt, Cullen C. and Deirdre C. Kelley. (2018). What Individual and Organizational Competencies Facilitate Effective Collaboration? Findings from a Collaborative Governance Simulation. *Journal of Public Affairs Education*, 24(1), 97-121.

Getha-Taylor, Heather, Jacob Fowles, Chris Silvia, Cullen C. Merritt. (2015). Considering the Effects of Time on Leadership Development: A Local Government Training Evaluation. *Public Personnel Management*, 44(3), 295-316.

Book Chapters, Essays, Op-Eds, and Research Reports

* = entry features a student, † = invited contribution

Abner, Gordon and Cullen C. Merritt. (2023). An Underappreciated Strategy for Improving Policing: Is Your Law Enforcement Agency Accredited? Probably Not, but it Ought to Be. *Governing*.

† Merritt, Cullen C. (2020). A Call for Scholarly Inclusivity. *Management Matters*, 18(2), 4.

Merritt, Cullen C. and Amanda Rutherford. (2020). Indianapolis-Marion County City-County Council: A Study of Council Effectiveness. Indiana University Public Policy Institute Research Report.

* † Merritt, Cullen C. and Morgan D. Farnworth. (2018). Antecedents to Managing Publicness: A Study of Professional and Cultural Socialization. pp. 244-258. In *The Handbook of American Public Administration*, edited by Edmund C. Stazyk and H. George Frederickson. London: Edward Elgar.

Merritt, Cullen C. (2013). Universities & Public Service Leadership. *PA TIMES* 36(2):15.

Manuscripts Under Review or Nearing Submission

Merritt, Cullen C., Sapna Varkey, Devon Adams, Carrie Baldwin-SoRelle. Publicness Theory: A Systematic Review and Directions for Future Research

Merritt, Cullen C. Service Shaming in Academia: What it is, Why it Matters, and How to Stop It

Grants and Contracts

2024-2025 Role: Evaluation Team Member
Title: Independent Evaluation of Service Year Option and Maryland Corps Programs
Granting agency: Maryland Department of Service and Civic Innovation
Total amount: \$797,974

2021-2023 Role: Co-Principal Investigator
Title: Fostering Inclusion through Intersectionality: Supporting BIPOC Women Faculty
Granting agency: Indiana University Indianapolis
Total amount: \$19,995

- 2020-2022 Role: Co-Collaborator
 Title: Diversity, Equity, and Inclusion in Community Philanthropic Organizations’
 Response to COVID-19
 Granting agency: Indiana University
 Total amount: \$14,423
- 2019-2020 Role: Co-Principal Investigator
 Title: Measures for City-County Council Effectiveness
 Contracting agency: City-County Council of Indianapolis and Marion County
 Total amount: \$75,000
- 2019 Role: Principal Investigator
 Title: Designing Organizations to Integrate Lived Experience
 Granting agency: Indiana University Indianapolis
 Total amount: \$10,000
- 2016-2017 Role: Principal Investigator
 Title: What Makes an Organization Public? An Analysis of Managerial Perceptions
 Granting agency: Indiana University Indianapolis
 Total amount: \$15,000
- 2015-2016 Role: Principal Investigator
 Title: What Makes an Organization Public? A Study of Managerial Perceptions
 Granting agency: Indiana University Indianapolis
 Total Amount: \$5,000
- 2013 Role: Principal Investigator
 Title: Specifying and Testing a Multi-Dimensional Model of Publicness
 Granting agency: University of Kansas
 Total amount: \$5,000

Awards and Honors

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- 2024 Outstanding Teaching Award
 School of Public Policy, University of Maryland
**I was recognized as “a faculty member who has made contributions to the teaching and learning mission of the University that are of extraordinary quality. Committed to inspiring and preparing students for their work and life beyond the School, this faculty member provides outstanding instruction, innovative teaching methods and course design, and conveys and instils a passion for lifelong learning.”*

- 2023,2020,
2019, 2015 Athletics Favorite Professor
Department of Athletics, Indiana University Indianapolis
** I was selected by student-athletes for my outstanding work in the classroom and positive impact on their academic endeavors.*
- 2022 Service Star Award
Public Personal Management
** I was recognized for exceptional reviewer investments in Public Personnel Management.*
- 2022, 2021 Faculty of the Year
O'Neill School of Public and Environmental Affairs Office of Diversity, Equity, and Inclusion, Indiana University
**I was student-nominated and selected for my significant in- and out-of-class initiatives advancing diversity, equity, and inclusion.*
- 2021 Article of the Year Award
Democracy and Social Justice Section, American Society of Public Administration
**My co-authored Public Administration Review (PAR) article, "Social Equity and COVID-19: The Case of African Americans," was selected for addressing a significant issue related to democracy and social equity/justice and making a significant contribution to advancing public administration research.*
- 2020, 2018 Favorite Professor of Undergraduate Programs
O'Neill School of Public and Environmental Affairs, Indiana University Indianapolis
** I was selected by O'Neill School undergraduate students for my outstanding work in the classroom.*
- 2020 Honoree, Celebration of Teaching and Learning
Center for Teaching and Learning, Indiana University Indianapolis
** I was recognized for participating in sustained professional development that resulted in a change to a course or experience that increased student engagement, learning, and success.*
- 2019 Honoree, City-County Special Resolution No. 40 2019
The City-County Council of Indianapolis and Marion County
** I was recognized for leading a study to help the Indianapolis-Marion County City-County Council understand the council's effectiveness.*
- 2019 Advocate of the Dream Award
Black Student Union, Indiana University Indianapolis

** I was recognized for using my professional role on and off campus to impact the lives of students, being consistently involved in supporting the members of the Black Student Union, and exemplifying the values of Dr. Martin Luther King in my daily work and living.*

2018 Trustees' Teaching Award
O'Neill School of Public and Environmental Affairs, Indiana University Indianapolis
** I was selected by O'Neill faculty members for having a sustained and positive impact on learning through the direct teaching of students, especially undergraduates.*

2014 Paul A. Volcker Junior Scholar Research Grant Award
Public Administration Section, American Political Science Association
** I was awarded based on the alignment of my publicness research with the goals of the Volcker Award, specifically its potential to shed light on important public administration questions, scholarly and methodological rigor, and promise for advancing practice and theory development.*

2011 First Place, Doctoral Research Competition
Public Management Research Association
** I was awarded based on the quality and presentation of my sole-authored study, "Predicting Executive Turnover in Public Organizations."*

Conference Presentations and Invited Talks

* = invited talk

2024 * "Managing Mission-Norm Conflict in Public Organizations: A Look at Service Shaming in Academia". NYU Wagner Seminar. New York University Graduate School of Public Service. New York, NY. Fall 2024 (forthcoming)

* "Putting Yourself into Service". Association of Collegiate Schools of Planning Faculty of Color Workshop. University of Kansas. Virtual presentation. June 2021.

"Service Shaming in Academia: What It Is, Why It Matters, and How to Stop It". SPP Faculty Research Showcase. University of Maryland School of Public Policy. College Park, MD. April 2024.

* "Managing Mission-Norm Conflict in Public Organizations: A Look at Service Shaming in Academia". Return to the Roost. University of Kansas School of Public Affairs and Administration. Lawrence, KS. March 2024.

- * "Managing Mission-Norm Conflict in Public Organizations: A Look at Service Shaming in Academia". Research Seminar Series. American University School of Public Affairs. Washington, DC. March 2024.
- 2022
- * "Service Shaming in Academia: Sources, Consequences, and Management". Early Career Research Network External Mentoring Program campus visit. University of Missouri-St. Louis Department of Political Science. Virtual presentation. May 2022.
 - * "Service Shaming in Academia: Sources, Consequences, and Management". Glenn College Colloquium. Ohio State University John Glenn College of Public Affairs. Columbus, OH. April 2022.
- "Does Private Accountability Create Public Value? A Look at Police Accreditation". Fall Conference. Association for Public Policy Analysis and Management. Austin, TX. March 2022.
- 2021
- "Police Accreditation: What Difference Does it Make for Issues that Matter?" Annual conference. Public Management Research Association. Virtual presentation. April 2021.
- "What is Public? Big Questions Emerging from the Clash of Legal and Policy Paradigms". Annual conference. International Research Society for Public Management. Virtual presentation. April 2021.
- "Police Accreditation: What Difference Does it Make for Issues that Matter?" Annual conference. American Society of Public Administration. Virtual presentation. April 2021.
- * "Leadership: Power over Position". Emerging Leaders Workshop. Indiana University Indianapolis Honors College. Virtual presentation. April 2021.
 - * "Leadership Principles in the Quest for Change". April meeting. Indiana University Indianapolis Alpha Lambda Delta and Phi Eta Sigma (ALD/PES) Honor Society. Virtual Presentation. April 2021.
- 2020
- * "Representation through Lived Experience". November meeting. Hamilton County Young Democrats. Virtual presentation. November 2020.
 - * "How Do Elections Impact Public Administration?". 2020 Election Night Watch Party. The Ohio State University Politics, Society, and Law Scholars Program and the John Glenn Civic Leadership Council. Virtual presentation. November 2020.

* “Creating and Leading and Subculture in Your Organization”. LGFCU Fellows Alumni Leadership Conference. University of North Carolina School of Government. Virtual presentation. November 2020.

“Applied Research Experiences: Structure, Challenges, and Opportunities”. Annual conference. Network of Schools of Public Policy, Affairs, and Administration. Virtual presentation. October 2020.

“A Nickel Ain’t Worth a Dime Anymore: Citizen Perceptions of Councilor Salary”. Annual conference. American Political Science Association. Virtual presentation. September 2020.

* “Leadership Principles for Change Agents”. February meeting. Indiana University Indianapolis Alpha Lambda Delta and Phi Eta Sigma (ALD/PES) Honor Society. Indianapolis, IN. February 2020.

“The Project for Research on Organizations, Management, and Publicness Theory (PROMPT): A Primer”. O’Neill Faculty Research Collaboration Showcase. Indiana University Indianapolis O’Neill School of Public and Environmental Affairs. Indianapolis, IN. February 2020.

2019 * “Leadership Principles for Change Agents”. University Tower Speaker Series. Indiana University Indianapolis Honors College. Indianapolis, IN. February 2019.

2018 “Is Lived Experience Relevant to Creating a Representative Bureaucracy? An Inquiry into Managers’ Perceptions”. Dean’s Research Workshop. Indiana University O’Neill School of Public and Environmental Affairs. Indianapolis, IN. November 2018.

* “What Lived Experience Adds to Representative Bureaucracy: Mental Health System Managers’ Perceptions of Benefits and Challenges”. Professional Seminar in Applied Social and Organizational Psychology. Indiana University Indianapolis Department of Psychology. Indianapolis, IN. November 2018.

“Is Lived Experience Relevant to a Representative Bureaucracy?” Annual conference. American Political Science Association. Boston, MA. August 2018.

“Exploring Public Service Motivations of Part-Time and Full-Time Private Police”. Annual conference. Law and Society Association. Toronto, Canada. June 2018.

“Revisiting Representation in Mental Health Treatment Facilities: The Case of Lived Experience”. Dean’s Alumni Council. Indiana University O’Neill School of Public and Environmental Affairs. Indianapolis, IN. April 2018.

“Representation through Lived Experience in Mental Health Treatment Facilities”. Annual conference. Midwest Political Science Association. Chicago, IL. April 2018.

* “Representative Bureaucracy and Lived Experience”. Honors Tower Council Speaker Series. Indiana University Indianapolis Honors College. Indianapolis, IN. March 2018.

* “Navigating the Leadership Terrain: 10 Principles”. Emerging Leaders Workshop. Indiana University Indianapolis Honors College. Indianapolis, IN. February 2018.

“Public Service Motivations of Part-Time and Full-Time Private Police”. Dean’s Workshop Seminar for Doctoral Students. Indiana University O’Neill School of Public and Environmental Affairs. Bloomington, IN. January 2018.

2017 “Individual versus Organizational Perceptions of Success in Government Policing Services”. Research in Progress Workshop. Indiana University Indianapolis O’Neill School of Public and Environmental Affairs. Indianapolis, IN. December 2017.

“The Effects of Legal Identity in Policing Services”. Annual conference. American Political Science Association. San Francisco, CA. August 2017.

“Managing for Public Outcomes: Do Public Value Institutions Matter?” Annual conference. Public Management Research Association. Washington, D.C. June 2017.

“Do Nonprofit Managers Institutionalize Public Values? An Exploratory Study”. Symposium on Public Administration, Public Policy and Nonprofit Studies: Are We All Touching the Same Camel? George Washington University Trachtenberg School of Public Policy & Administration. Washington, D.C. June 2017.

“What Individual and Organizational Competencies Facilitate Effective Collaboration? Findings from a Collaborative Governance Simulation”. Honors College Showcase. Indiana University Indianapolis Honors College. Indianapolis, IN April 2017.

“The Effects of Legal Identity in Law Enforcement”. Annual conference. Midwest Political Science Association. Chicago, IL. April 2017.

2016 “Good Governance, Political Participation, and Public Support for Mandatory Sentencing”. Annual conference. American Society of Criminology. New Orleans, LA November 2016.

- * “Managerial Perceptions of Publicness: A Preliminary Theoretical Framework”. Conference on Empirical Studies of Organizations and Public Management. Texas A&M University Department of Political Science. College Station, TX. May 2016.
- “The Organizational Pursuit of Public Outcomes: A Study of Managing Publicness”. Annual conference. American Society of Public Administration. Seattle, WA. March 2016.
- 2015 “Is Publicness Multi-Dimensional? A Study of Managerial Perceptions”. Annual conference. Public Management Research Association. Minneapolis, MN. June 2015.
- “Managerial Perceptions of Publicness: A Study of Behavioral Health Organizations”. Annual conference. American Society of Public Administration. Chicago, IL. March 2015.
- “Publicness is Multi-Dimensional: Identifying Salient Institutions in the Organizational Pursuit of Public Outcomes”. Dean’s Research Workshop. Indiana University O’Neill School of Public and Environmental Affairs. Bloomington, IN. January 2015
- 2014 * “Ethics across Disciplines”. University in the Art Museum. University of Kansas Spencer Museum of Art. Lawrence, KS. February 2014.
- 2013 “Specifying a Multi-Dimensional Model of Publicness”. Biennial conference. Public Management Research Association. Madison, WI. June 2013.
- 2011 “Predicting Executive Turnover in Public Organizations”. Biennial conference. Public Management Research Association. Syracuse, NY. June 2011.
- 2010 “Does Public Organizational Performance Predict Executive Turnover?” Doctoral Research Symposium. University of Kansas Department of Public Administration. Lawrence, KS. December 2010.
- 2009 “Can America Depend on You? The Impact of Energy Dependence of the United States’ Foreign Policy and International Relations”. Annual conference. International Studies Association. New York, NY. February 2009.

Conference and Invited Panels

* = invited panelist

- 2023 “Leveraging Research Centers and Institutes to Strengthen the Infrastructure of Public Service Education” (convener). Annual Conference. Network of Schools of Public Policy, Affairs, and Administration. Pittsburgh, PA. October 2023.
- 2021 * “Post-COVID and New Directions in Public Policy and Administration Research”. Fall conference. Association for Public Policy Analysis & Management. Virtual panel. November 2021.
- * “Policing and Health Care”. Culture & Conversation Series. Indiana University School of Medicine. Virtual panel. May 2021.
- * “Social Equity, Inclusion, and Social Justice in Public Administration”. Annual conference. Midwest Political Science Association. Virtual panel. April 2021.
- 2020 * “Promoting and Sustaining Race and Gender Scholarship”. Public Administration Review (PAR) Symposium. George Washington University Trachtenberg School of Public Policy and Public Administration. Virtual panel. September 2020.
- * “Dismantling White Supremacy in the Public Administration Academy”. Dismantling White Supremacy in Public Service Institutions and Society series. American Society of Public Administration Section on Democracy and Social Justice. Virtual panel. July 2020.
- 2018 * “Creating Pathways as a Mentor”. Preparing Future Faculty and Professionals Conference. Indiana University Indianapolis. Indianapolis, IN. November 2018.
- “How to Mentor Graduate Students”. Annual conference. Midwest Political Science Association. Chicago, IL. April 2018.
- 2017 “How to Survive Graduate School”. Annual conference. Midwest Political Science Association. Chicago, IL. April 2018.
- 2016 * “Political Engagement as Community Service”. Community Day Assembly. University High School. Carmel, IN. October 2016.

Course Instruction

University of Maryland, College Park

Public Leaders and Active Citizens (undergraduate)

Indiana University Indianapolis

Governing and Leading in a Global Society (MPA, Executive Education)

Introduction to Public Affairs (undergraduate)
Public Management (undergraduate, MPA)

University of Kansas

Introduction to Public Administration (undergraduate)
Hard Choices in Public Administration (undergraduate)

Student Advising and Mentoring

Indiana University Indianapolis¹, University of Maryland, College Park²

Doctoral

Dissertation committee member

- Matthew Grabowski¹ – defended, 2022 (Applied Social and Organizational Psychology)
- Sydney Rucker¹ – defended, 2021 (Higher Education and Student Affairs)
- Dana Doan¹ – defended, 2024 (Philanthropy)
- Brian Swarts² – in progress (Public Policy)

Masters

Thesis committee member

- Ciana Sorrentino¹ – defended, 2022 (Public Affairs)

Graduate research assistant advisor

- Alec Fulayter² – 2023-present
- Amber Greaney¹ – 2019-2020
- Meghann Bowman¹ – 2018-2019
- Morgan Farnworth¹ – 2016-2018
- Kathleen Cordell¹ – 2014-2016

Graduate teaching assistant advisor

- Samaa Eldadah² – 2024

Undergraduate

Honors research project advisor

- Brittany Crabtree¹ – 2022
- Kavin Thakkar¹ – 2022

- Emily Crump¹ – 2021, 2019
- Olivia Ellenwood¹ – 2021
- Ava Thomas¹ – 2021
- Bri Youn¹ – 2021
- Halee Griffey¹ – 2020
- Alexander Clausius¹ – 2019
- Lauren Graves¹ – 2019
- Sophia Gunther¹ – 2019
- Myra Hussain¹ – 2019
- Mykaela King¹ – 2019
- Jonathon Lewis¹ – 2019
- Alicia Nygra¹ – 2019
- Amber Greaney¹ – 2019, 2018
- Tanjimul Alam¹ – 2018
- Cassidy Caudill¹ – 2018
- Deirdre Kelley¹ – 2018
- Rebekkah Andros¹ – 2017
- Jenna Jones¹ – 2017
- Hannah Bocik¹ – 2016
- Alexis Chabes¹ – 2015
- Alexis Brown¹ – 2015

Undergraduate research assistant advisor

- Matthew Zinno² – 2024-present
- Andrew Cullen² – 2023-2024
- Erica Metheny² – 2023
- Autumn Abbatiello¹ – 2022-2023
- Ashabul Alam¹ – 2019-2020
- Joseph Chheng¹ – 2019-2020
- Jared McDonald¹ – 2019-2020
- Hampton Shields¹ – 2019-2020
- Deirdre Kelley¹ – 2018-2019
- Matt Kienapple¹ – 2017

Center for Research and Learning RISE Scholarship mentor

- Jamil Hudson¹ – 2019-2020

Service to the Profession

Conference and Organizational Roles

2024, 2022 Member, American Political Science Association Herbert Simon Book Award Committee

2024 Member, *Public Personnel Management* Best Article Committee

2024 Invited panelist, Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Annual Conference Proposal Best Practices Webinar

2023, 2022 Member, *Public Administration Review* William E. Mosher and Frederick C. Mosher Award Committee

2023 Member, Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Awards Committee

2023 Member, American Political Science Association Leonard D. White Dissertation Award Committee

2020-2022 Member, Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Undergraduate Education Committee

2021-2022 Mentor, University of Missouri-St Louis Early Career Research Network External Mentoring Program

2022 Panel discussant, Association for Public Policy Analysis & Management

2022 Member, Public Management Research Association H. George Frederickson Lifetime Achievement Award Committee

2019, 2017, 2015 Panel chair, Public Management Research Association Conference

2019, 2018 Proposal reviewer, Academy of Management Conference

2019 Member, Public Management Research Association Conference Review Committee

2019 Member, American Political Science Association Paul Volcker Junior Scholar Research Grant Award Committee

2018, 2017 Panel discussant, Midwest Political Science Association Conference

2018 Roundtable co-organizer, Midwest Political Science Association Conference

2015 Proposal reviewer, Public Management Research Association Conference

2011-2013 Editor, *Management Matters* (Public Management Research Association newsletter)

2011-2013 Listserv manager, Public Management Research Association

Journal Referee

Administration & Society

International Journal of Public Administration

International Journal of Public Sector Management

Journal of Public Administration Research and Theory

Journal of Public Affairs Education

Local Government Studies

Natural Hazards Review

Perspectives on Public Management and Governance

Policy Design and Practice

Public Administration Quarterly

Public Administration
Public Administration Review
Public Integrity
Public Management Review
Public Performance & Management Review
Public Personnel Management
Public Policy and Administration
Review of Public Personnel Administration
State and Local Government Review
The Social Science Journal

Institutional Service

University of Maryland, College Park

Campus

2023-present Mentor, Athletics Maryland Made Mentor Program

School of Public Policy

2023-present Member, Appointment, Promotion, and Tenure Committee
2023-2024 Member, Master of Public Administration Committee
2023-2024 Member, Undergraduate Curriculum Committee
2023-2024 Member, Diversity, Equity, Inclusion, and Belonging Task Force
2024 Proposal Reviewer, SPP Faculty Research Seed Award

Indiana University Indianapolis

Campus

2019-2023 Athletic Affairs Committee
Member (2021-2023, 2019-2020)
Vice chair (2020-2021)
2019-2023 Advisory board member, Center for Research and Learning
2019-2023 Invited presenter, Next Gen 2.0 Leadership Development Program
2020-2023 Member, Athletics Diversity and Inclusion Committee
2021-2023 Faculty mentor, IUPUI Men's Basketball Team
2023 Member, Graduate Affairs Committee
2018-2022 Honors College Advisory Council
Member (2020-2022)

President (2019-2020)
 President-elect (2018-2019)
 2022, 2020 Invited panelist, Office of Academic Affairs Faculty Workshop (“Navigating Promotion and Tenure: The Case for Underrepresented Faculty”)
 2021-2022 Member, IUPUI Chancellor and Indiana University Executive Vice President Search Committee
 2022 Review panelist, Center for Teaching and Learning Curriculum Enhancement Grant
 2020-2021 Review committee member, Racial Justice Research Fund
 2020, 2019 Poster judge, IUPUI Student Research and Engagement Day
 2020 Invited panelist, Office of Academic Affairs Faculty Workshop (“Promotion or Tenure on Balanced Case for Tenure Track”)
 2020 Invited panelist, Institute for Engaged Learning Bridge for Families session (“Student Life as a Jaguar”)
 2017-2019 Member, Campus Planning Committee
 2019, 2018, 2017 Invited panelist, Enhanced Mentoring Program with Opportunities for Ways to Excel in Research (EMPOWER) Participant Orientation
 2018-2019 Honors College representative, Faculty Council
 2019, 2018 Judge, Top 100 Outstanding Students
 2019 Interviewer, Honors College Scholarship Interview Team
 2018 Participant, Center for Teaching and Learning Classroom Analysis Focus Group
 2018 Reviewer, Themed Learning Community Student Reflections
 2016 Mentor, Faculty-Sponsored Admission Program

O’Neill School of Public and Environmental Affairs

2015-2023 Coordinator, Public Affairs Gateway Course
 2019-2023 Coordinator, Applied Research Experience (ARE) Course
 2020-2023 Member, Promotion and Tenure Committee
 2020-2023 Founding member, O’Neill Black Faculty and Staff Council
 2022-2023, 2018-2019 Member, Awards Committee
 2022-2023, 2016-2017 Member, Graduate Affairs Committee
 2023 Member, Public Affairs Tenure-Track Faculty Search Committee
 2019-2022 Annual Review Committee
 Chair (2021-2022)
 Member (2019-2021)
 2022 Member, Strategic Plan Implementation Committee
 2019-2021 Policy Committee
 Co-chair (2020-2021)
 Elected member (2019-2020)
 2021 Chair, Assistant Director of Diversity, Equity, and Inclusion Search Committee

2018-2020	Faculty advisor, O'Neill Honors Program
2019-2020	Member, Public Affairs Undergraduate Curriculum Committee
2020, 2015	Member, Campus Campaign Committee
2018-2019	Member, Faculty Governance Committee
2019	Co-chair, Criminal Justice Tenure-Track Faculty Search Committee
2019	Member, Favorite Professor Award Selection Committee
2015-2018	Member, Undergraduate Affairs Committee
2018	Member, Faculty Secretary Search Committee
2016-2017	Member, Undergraduate Scholarship Selection Committee
2017	Member, Truman Scholarship Nomination Committee
2016	Member, Assistant Director of Advising and Student Engagement Search Committee

Promotion and Tenure External Reviewer

Indiana University-Kokomo

Media Appearances and Mentions

2022	Indianapolis councilors to consider more than doubling their base salaries (<i>The Indianapolis Star</i>)
2020	Study Shows Room for Improvement at Indy Council (<i>Inside Indiana Business</i>) New Study Examines City-County Council (<i>WFYI Indianapolis</i>)
2019	New Study Looks at 'Effectiveness' of City-County Council: What Does that Mean? (<i>WFYI Indianapolis</i>) Be True to Yourself with Dr. Cullen Merritt (<i>Circle City Success</i>)

Leadership Development

2022-2023	Invited participant (inaugural class) Future Leaders of Schools of Public Service Program The Volcker Alliance
2019	Invited participant NASPAA NEXT: A Leadership Development Institute for Public Affairs Education Network of Schools of Public Policy, Affairs, and Administration

2012 Participant
Doctoral Student Professional Development Consortium
Academy of Management Public and Nonprofit Division

Consulting and Leadership Training Services

Environmental Protection Agency
Indiana Association of Resources and Child Advocacy

Affiliations

2014-present Center for Organization Research and Design
Arizona State University

2020-2023 Africana Studies Program
Indiana University Indianapolis

Advisory Boards

2021-present Inaugural member, University of Kansas School of Public Affairs and Administration

Recent Professional Memberships

American Political Science Association
American Society for Public Administration
Midwest Political Science Association
Network of Schools of Public Policy, Affairs, and Administration
Public Management Research Association