

Gary E. Roberts
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 7/10, 7/12 to Present, Professor, Robertson School of Government, tenured, MPA Program Coordinator/NASPAA Principle Representative, Regent University. Public administration faculty member responsible for MPA program coordination, teaching (research methods, human resource management, program evaluation and nonprofit administration), advising, recruiting, performance measurement, scheduling, and accreditation issues management (SACS, NASPAA). Present research and writing areas include servant leadership, workplace spiritual intelligence, Christian worldview human resource principles, the influence of religion and spirituality on occupational stress, employee work-life balance, and mental health issues.

8/10 to 6/12, Interim Dean, Robertson School of Government, Regent University. Responsible for all executive related functions including mission achievement, academic and certificate program management/development, teaching quality, enrollment growth, faculty/staff management and supervision, human resource management and budgeting for a combined faculty staff complement of 16 and a budget of \$1.57 million. Accomplishments include:

- Secured \$300,000 plus in external funding
- Developed a Master of Public Administration degree program with a current enrollment of 68 students.
- Increased net revenues by \$100,000 for FY11, with flat expenditure growth, returned surplus both years (\$213,028 FY11, \$123,772 FY12)
- Maintained enrollments in era of increased competition and high student debt levels

SELECTED PROFESSIONAL EXPERIENCE

5/05 to 8/09, 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.

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.

SELECTED PROFESSIONAL EXPERIENCE

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
Public Policy

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, BOOKS AND BOOK CHAPTERS

Roberts, G. (2016). *Working with Christian servant leader spiritual intelligence: The foundation of God honoring vocational success*. New York: Palgrave Macmillan.

Roberts, G. (2015). *Developing Christian servant leadership: Faith-based character growth at work*. New York: Palgrave Macmillan.

ARTICLES, BOOKS AND BOOK CHAPTERS

- Roberts, G. (2015). *Christian scripture and human resource management: Building a path to Servant leadership through faith*. New York: Palgrave Macmillan.
- Roberts, G. (2014). *Servant leader human resource management: A moral and spiritual perspective*. New York: Palgrave Macmillan.
- Roberts, G. (2014). Practice that answer. In J. Slack (Ed.), *Devotions for the Christian Public Servant*, (p. 36) Lexington, KY: Emeth Press.
- Roberts, G. & Hess-Hernandez, D. (2014). Occupational stress coping skills of military chaplains: The role of spiritual intelligence. In E. Patterson (Ed.), *Peacemakers in Uniform: Military Chaplains in Afghanistan, Iraq and Beyond*, (pp.171-200), Lanham, MD: Rowman & Littlefield.
- Roberts, G. & Hess-Hernandez, D. (2012/2013). Religious commitment and servant leadership The development of an exploratory conceptual framework. *International Journal of Servant Leadership*, 8/9(1), 299-330.
- Roberts, G. (2013). Leadership coping skills: Servant leader workplace spiritual intelligence. *Journal of Strategic Leadership*, 4(2), 52-69.
- Jones, P. C., Roberts, G. E., Martin, E. P., Ahumada, E. & King, S. E. (2013). The development of an MPA major field test. *Journal of Public Affairs Education*, 19(1), 97-115.
- Redmer, T., & Roberts, G. E. (2012). Honor and Remember. *Christian Business Academy Review*, 7(1), 77-82.
- Green, D., & Roberts, G. (2012). Transformational leadership in a postmodern World: The presidential election of Barack Obama. *Academy of Strategic Management Journal*, 11(1), 9-25.
- Green, D. & Roberts, G. (2012). Impact of postmodernism on public sector leadership practices. *Public Personnel Management*, 41 (1), 79-96.
- Roberts, G. & Green, D. (2011). Servant leader workplace spiritual intelligence: A shield of protection from workplace stress. *Regent Global Business Review*, 5(1), 12-18.
- Green, D. & Roberts, G. (2011). *Impending danger: Rethinking federal leadership in the 21st Century*. Deer Park, NY: Linus Publications.

ARTICLES, BOOKS AND BOOK CHAPTERS

- Roberts, G. E. (2010). A guide to practical human resource management research. In S. Condrey (Ed.) *Handbook of Practical Human Resources Management, 3rd Edition*. San Francisco: Jossey-Bass.
- Green, D. & Roberts, G. (2010). Personnel implications of public sector virtual organizations. *Public Personnel Management, 39(1)*, 47-57.
- King, S., Chilton, B. & Roberts, G. (2010) Reflections on defining the public interest. *Administration & Society, 41(8)*, 954-978.
- Roberts, G. (2009). Employee benefits. In S. Hays, R. Kearney, and J.Coggburn (Eds.). *Public human resource management: Problems and prospects, 5th ed.* (pp. 123-141). New York: Longman.
- 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.
- Cheevers, K. A., Clay, J. A., Menifield, C. E., Norris-Tirrell, D., & Roberts, G. E. (2007). Waiving the M.P.A. entrance exam: Impact on performance. *Journal of Public Administration Education, 13(2)*, 403-424.
- Roberts, G. E. & Pregitzer, M. (2007) Why employees dislike performance appraisal, *Regent Global Business Review, 1(1)*, 14-21.
- 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). Impasse resolution strategies. *Encyclopedia of Public Administration and Public Policy (EPAP)*. New York: Marcel Dekker.

ARTICLES, BOOKS AND BOOK CHAPTERS

- 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* (4th 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.
- 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). Employee benefits cost control strategies in municipal government. *Public Performance and Management Review*, 24(4), 389-402.
- 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). 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.

ARTICLES, BOOKS AND BOOK CHAPTERS

- 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.
- 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.

ARTICLES, BOOKS AND BOOK CHAPTERS

- 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.
- 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.

MONOGRAPHS AND REPORTS

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

MONOGRAPHS AND REPORTS

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.

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

BOOK REVIEWS

Roberts, G. (2014). Christian America? Perspectives of on our religious heritage. *Religious Studies Review*, 40(1), 54.

Roberts, G. (2012). The new evangelicals: Expanding the vision of the common good. *Religious Studies Review*, 38(3), 186.

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.

WORKS IN REVIEW AND IN PROGRESS

Roberts, G., & Hess-Hernandez, D. Christian faith integration in the workplace: An exploratory analysis. In review by the *Journal of Biblical Integration in Business*.

FUNDED PROJECTS

November 2012, Clapham Group, \$195,600. Produce policy summaries and educational videos with the Regent School of the Communications and the Arts.

January 2011, Clapham Group, \$140,000. Produce summaries and educational videos with the Regent School of the Communications and the Arts.

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. (October 2015). *Servant Leader Human Resource Management*. Presented at the 2015 Christians Business Faculty Association (CBFA) Conference, Virginia Beach, VA.

Roberts, (May 2015). *Performance Appraisal: A Process in Search of an Identity*. Invited panel presentation at the General Accounting Office seminar on performance appraisal. Washington, DC.

Roberts, G. (March 2014). *Servant Leader Human Resource Management (SLHRM): A Values-based Perspective*. Presented at the 2014 ASPA Conference, Washington, DC.

PRESENTATIONS AND PANEL SESSIONS AT PROFESSIONAL MEETINGS

Ahumada, E., Jones, P. & Roberts, G. (October 2013). *Effective Online Instruction – Andragogy for the MPA Student*. Presented at the 2013 NASPAA Conference, Washington, DC.

Ahumada, E., Jones, P., Kircher, P., & Roberts G. (October 2012). *The MPA Major Field Test*. Presented at the 2012 NASPAA Conference, Austin, Texas.

Roberts, G., & Diane Hess Hernandez (May 2012). *The Influence of Religious Commitment on Servant Leadership & Other Work-Related Outcomes: The Development of an Exploratory Conceptual Model*. Presented at the 2011 Regent University Annual Roundtables of Leadership Research & Practice, Virginia Beach Virginia.

Roberts, G., Hess Hernandez, D. & Dyer, R. (May 2011). *Spirituality and the Government Workplace*. Presented at the Teaching Public Administration Conference, Williamsburg, VA.

Roberts, G., & Diane Hess Hernandez (May 2011). Workplace Spiritual Intelligence, A Preliminary Analysis. Presented at the 2011 Regent University Annual Roundtables of Leadership Research & Practice, Virginia Beach Virginia.

Roberts, G. (March 2011). *Spirituality in the Workplace*. Panel session chair. Presented at the Hampton Roads Annual ASPA chapter symposium, Virginia Beach, Virginia.

Roberts, G. (October 2010). *Spirituality in the Workplace*. Panel session member. Christian Business Faculty Association, Lakeland, Florida.

Roberts, G. (October 2010). *Workplace Spiritual Intelligence, A Preliminary Analysis*. Christian Business Faculty Association, Lakeland, Florida.

Roberts, G. (June 2010). *The Attitudes of City Managers Regarding Religion in the Workplace: Results from a National Survey*. Christians in Political Science Annual Conference, Memphis, Tennessee.

Roberts, G. (March 2010). *Servant Leadership and Workplace Spiritual Intelligence (SLWSI)*. Presented at the Hampton Roads Annual ASPA chapter symposium, Virginia Beach, Virginia.

Roberts, G. (November 2009). *Servant Leader Workplace Spiritual Intelligence: A Preliminary Analysis from a Sample of City Managers*. Paper presented at the Virginia Political Science Association Annual Meeting, Norfolk, Virginia.

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.

PRESENTATIONS AND PANEL SESSIONS AT PROFESSIONAL MEETINGS

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

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 ASPA 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.

PRESENTATIONS AND PANEL SESSIONS AT PROFESSIONAL MEETINGS

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.

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.

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 best academic presentation award for Christian Servant Leader Human Resource Management at the 2015 Christians in Business Faculty Conference.
- 2015 recipient of the Chancellor's faculty Award for Excellence in teaching, research and service at Regent University
- 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*
- Reviewer: American Review of Public Administration, Review of Public Personnel Administration, Public Administration Review, Public Integrity, Urban Affairs, Personnel Review, Psychological Reports, Perceptual & Motor Skills, State & Local Government Review

SERVICE TO THE COMMUNITY

- **Board Chair, Ephesus Initiative**, Organization dedicated to addressing persecution against Christians in the Western World. <http://theephesusinitiative.com/>
- **Board Member, Agape Commission International**, faith-based nonprofit dedicated to Kingdom business economic development in African nations
- **Treasurer, Manyata Ministries**, a faith-based motivational ministry. <http://manyataministries.org/index.html>
- **Advisory Board Member, Arizona Department of Economic Security Academic Advisory Board**. Provides guidance to the Director on agency policy and management initiatives.

REFERENCES AVAILABLE UPON REQUEST