

ERIN L. BORRY, PH.D.

Department of Political Science and Public Administration
University of Alabama at Birmingham
409 Heritage Hall | 1401 University Boulevard
Birmingham, Alabama 35294
205.996.2159 | borry@uab.edu
Google Scholar: <https://tinyurl.com/GSBorry>
ORCID: [0000-0001-5346-2426](https://orcid.org/0000-0001-5346-2426)

ACADEMIC APPOINTMENTS

- 2019 – Associate Professor (with tenure). Department of Political Science and Public Administration, College of Arts and Sciences, University of Alabama at Birmingham
- 2013 – 2019 Assistant Professor, Department of Political Science and Public Administration, College of Arts and Sciences, University of Alabama at Birmingham

AFFILIATIONS

- 2015 – Research Fellow, Local Government Workplace Initiative (LGWI), University of North Carolina. <http://lgwi.web.unc.edu/>
- 2014 – Research Fellow, Center for Organization Research and Design (CORD), Arizona State University. <https://cord.asu.edu/home>

EDUCATION

- 2013 **Doctor of Philosophy**, Public Administration, University of Kansas, Lawrence, KS
Dissertation (defended with honors): *Red Tape and Rule Bending: Organizational and Individual Influences and the Effect of Ethical Climate*
Committee: Rosemary O’Leary (Chair), Leisha DeHart-Davis, Heather Getha-Taylor, Holly T. Goerdel, Todd D. Little, and Steven Maynard-Moody
- 2008 **Master of Public Administration**, Rutgers University – Newark, Newark, NJ
Policy Paper: *New Jersey Municipal Websites as Avenues of Transparency in 2007 and 2008*
Advisor: Suzanne J. Piotrowski
- 2007 **Bachelor of Arts**, Political Science, Rutgers University – Newark, Newark, NJ
Honors Thesis: *Municipal Websites in New Jersey: Are They Avenues of Transparency?*
Advisor: Suzanne J. Piotrowski

HONORS AND AWARDS

- 2019 Dean's Award for Excellence in Teaching, College of Arts and Sciences, University of Alabama at Birmingham
- 2018 CORD Outstanding Early Career Scholar Award, Center for Organization Research and Design (CORD), Arizona State University
- 2008 Faculty Award for Academic Excellence, School of Public Affairs and Administration, Rutgers University-Newark
- 2008 Pi Alpha Alpha, Global Honor Society for Public Affairs and Administration
- 2007 Pi Sigma Alpha, National Political Science Honor Society

PUBLICATIONS

Journal Articles

1. **Borry, E. L.**, and Henderson, A. C. (2019). Patients, Protocols, and Prosocial Behavior: Rule Breaking in Front-Line Health Care. *American Review of Public Administration*. Online first on July 10, 2019. <https://journals.sagepub.com/doi/abs/10.1177/0275074019862680>
2. 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. <https://onlinelibrary.wiley.com/doi/abs/10.1111/puar.12958>. Online first in June 2018.
3. **Borry, E. L.**, and Getha-Taylor, H. (2019). Automation in the Public Sector: Efficiency at the Expense of Equity? *Public Integrity*, 21(1): 6-21. <https://www.tandfonline.com/doi/full/10.1080/10999922.2018.1455488>. Online first in May 2018.
**Featured in KUNews (<https://today.ku.edu/2018/10/30/job-automation-could-hinder-diversity-public-workforce-study-finds>), which was the "top story" in November 2, 2018 edition of ASPABrief*
4. **Borry, E. L.**, DeHart-Davis, L., Kaufmann, W., Merritt, C., Mohr, Z. T., Tummers, L. (2018). Rule Formalization and Rule Consistency Heighten Organizational Compliance: Experimental and Survey Evidence. *Public Administration*, 96(2), 368-385. <https://onlinelibrary.wiley.com/doi/full/10.1111/padm.12407>. Online first in May 2018
5. **Borry, E. L.** (2018). Linking Theory to Television: Public Administration in *Parks and Recreation*. *Journal of Public Affairs Education*, 24(2), 234-254. <https://www.tandfonline.com/doi/full/10.1080/15236803.2018.1446881>. Online first in March 2018.
6. **Borry, E. L.** (2018). Teaching Public Ethics with TV: *Parks and Recreation* as a Source of Ethics Case Studies. *Public Integrity*, 20(3), 300-315. <http://dx.doi.org/10.1080/10999922.2017.1371998>. Online first in September 2017.

**Among top nominations for 2018 Best Article in Public Integrity.*

7. **Borry, E. L.** (2017). Ethical Climate and Rule Bending: How Organizational Ethics Contribute to Unintended Rule Consequences. *Public Administration*, 95(1), 78-96. <http://dx.doi.org/10.1111/padm.12304>. Online first in February 2017.
*One of top 20 most downloaded recent papers published in Public Administration between July 2016 and June 2018.
8. **Borry, E. L.** (2016). A New Measure of Red Tape: Introducing the Three-Item Red Tape (TIRT) Scale. *International Public Management Journal*, 19(4), 573-593. <http://dx.doi.org/10.1080/10967494.2016.1143421>. Online first in March 2016.
9. Getha-Taylor, H., Blackmar, J., and **Borry, E. L.** (2016). Are Competencies Universal or Situational? A State-Level Investigation of Collaborative Competencies. *Review of Public Personnel Administration*, 36(3), 306-320. <http://rop.sagepub.com/content/36/3/306>. Online first in January 2016.
10. Piotrowski, S. J., and **Borry, E. L.** (2010). An Analytic Framework for Open Meetings and Transparency. *Public Administration and Management*, 15(1), 138-176. <https://spaef.org/article/1129/An-Analytic-Framework-for-Open-Meetings-and-Transparency>
11. Piotrowski, S. J. and **Borry, E. L.** (2007). Open Public Meetings in New Jersey: History and Current Issues. *Open Government: A Journal on Freedom of Information* 3(1), 1–13.

Contributions to Edited Volumes

1. **Borry, E. L.** (forthcoming). Bureaucratic Representation in *Parks and Recreation*. In H. Sullivan & H. Dickinson (Eds.), *The Palgrave Handbook of the Public Servant*. Palgrave/Springer Nature.
2. **Borry, E. L.** (2012). Exploring Determinants of Governmental Transparency: The Case of Proactive Dissemination. In M. Holzer & A. Manoharan (Eds.), *E-Governance and Civic Engagement: Factors and Determinants of E-Democracy* (pp. 25-47). Hershey, PA: IGI Global.
3. **Borry, E. L.** (2010). Freedom of Information. In G. T. Kurian, J. E. Alt, S. Chambers, G. Garrett, M. Levi, & P. D. McClain (Eds.), *The Encyclopedia of Political Science*. Washington, D.C.: CQ Press.
4. Piotrowski, S. J., and **Borry, E. L.** (2009). Transparency and Local Government Websites. In C. G. Reddick (Ed.), *Handbook of Research on Strategies for Local E-Government Adoption and Implementation: Comparative Studies* (Vol. 1, pp. 391–407). Hershey, PA: Information Science Reference.

Book Reviews

1. **Borry, E. L.** (2019). “Rules can be good. Really.” [Review of the book *Creating Effective Rules in Public Organizations* by Leisha DeHart-Davis.] *International Public Management Journal* 22(1): 207-212. <https://www.tandfonline.com/doi/abs/10.1080/10967494.2018.1505135>. Online first in December 2018.

2. **Borry, E. L.** (2015). “Bureaucracy and Dissent” or “The Ethics of Red Tape”? Linking Red Tape and Guerrilla Government. [Review of the books *Bureaucracy and Red Tape* by B. Bozeman and *The Ethics of Dissent: Managing Guerrilla Government* by R. O’Leary.] *Journal of Public Administration Research & Theory*. 25(3): 996-1003. <https://academic.oup.com/jpart/article-abstract/25/3/996/967547>. Online first in January 2015.

Other (not peer-reviewed)

1. **Borry, E. L.** (2019). “Why workplace automation can dampen social equity—and how decision makers can promote fair outcomes.” Research Brief for Scholars Strategy Network. <https://scholars.org/contribution/why-workplace-automation-can-dampen-social-equity-and-how-decision-makers-can-promote>
2. **Borry, E. L.** (2018). Can I learn to be ethical by watching TV? How popular culture can enhance ethical training and sensitivity. In *The COGEL Guardian* (November 2018 ed., pp. 4-5). Sacramento, CA: Council on Governmental Ethics Laws. https://cdn.ymaws.com/cogel.site-ym.com/resource/resmgr/cogel_guardian/COGELGuardianNov2018.pdf
3. Piotrowski, S. J., and **Borry, E. L.** (2007). Partly Cloudy: A Report on the New Jersey Sunshine Law. Newark: New Jersey Foundation for Open Government. <https://www.aclu-nj.org/files/2513/1540/4572/031407partlycloud.pdf>

WORKS UNDER REVIEW/IN DRAFT

1. **Borry, E. L.**, Getha-Taylor, H., and Husar Holmes, M. Diversity Plans. Manuscript under review.
2. Henderson, A. C., and **Borry, E. L.** Patient Worthiness. Manuscript in preparation.
3. **Borry, E. L.** Television and social equity. Invited symposium manuscript in preparation.
4. **Borry, E. L.**, and Gunther-Canada, W. FMLA Policies. Manuscript in preparation.
5. **Borry, E. L.**, and Kaufmann, W. Red Tape. Manuscript in preparation.

PRESENTATIONS

Invited Presentations

- 2019 **Borry, E. L.** (2019, March 5). “Rule bending and rule breaking among Street-Level Bureaucrats: A form of coping?” Presentation for Seminar 3: SLBs and Control – institutional vis-à-vis Individual. PAC Seminar Series, Newcastle Business School, Northumbria University, UK.
- 2012 Getha-Taylor, H. and **Borry, E. L.** (2012, September). “Collaborative Competencies.” Collaboration Symposium. School of Public Affairs and Administration, University of Kansas.
- 2010 **Borry, E. L.** (2010, Spring). “Open Government and Transparency.” Guest Lecture for Dr. Marilu Goodyear, School of Public Affairs and Administration, University of Kansas.

Conference Presentations

- 2019 **Borrry, E. L.**, Getha-Taylor, H., and Husar Holmes, M. (2019, June). Cultivating the Public Service Workforce of the Future: Lessons from Federal Diversity and Inclusion Strategic Plan. Presented at the 2019 Public Management Research Conference. Chapel Hill, North Carolina.
- Henderson, A. C., and **Borrry, E. L.** (2019, June). Empathy and Expertise in Subjective Assessment of Patient Worthiness. Presented by A. C. Henderson at the 2019 Public Management Research Conference. Chapel Hill, North Carolina.
- 2018 **Borrry, E. L.** and Gunther-Canada, W. (2018, September). Is Family-Friendly Women-Friendly? A Critical Analysis of FMLA and Family-Friendly Policies in Academia. Presented by W. Gunther-Canada at the 2018 Southeastern Conference for Public Administration. Birmingham, Alabama.
- Borrry, E. L.** and Henderson, A. C. (2018, March). Paramedic Rule-Bending Tendencies: Examining the Impact of Experience and Ethical Climate. Presented at the 79th Meeting of the American Society for Public Administration. Denver, Colorado.
- 2017 **Borrry, E. L.** and Getha-Taylor, H. (2017, October). *Workplace Automation: Potential Impacts on the Public Sector*. Presented at the Southeastern Conference for Public Administration. Hollywood, Florida.
- Borrry, E. L.**, Kaufmann, W., and DeHart-Davis, L. (2017, June). *More than Pathological Formalization: Understanding Organizational Structure and Red Tape*. Presented at the 14th Public Management Research Conference. Washington, DC.
- Borrry, E. L.** (2017, March). *Rule Bending in Public Organizations: A Nuanced Portrait*. Presented at the 78th meeting of the American Society for Public Administration. Atlanta, Georgia.
- 2016 **Borrry, E. L.** (2016, October). *A Stakeholder Model of Red Tape*. Presented at the Southeastern Conference for Public Administration. Raleigh, North Carolina.
- Borrry, E. L.** (2016, March). *Teaching Public Ethics with TV: Parks and Recreation as a Source of Ethics Case Studies*. Presented at the 77th meeting of the American Society for Public Administration. Seattle, Washington.
- 2015 **Borrry, E. L.** (2015, October). *Linking Theory to Television: Public Administration and Parks and Recreation*. Presented at the Southeastern Conference for Public Administration. Charleston, South Carolina.
- Borrry, E. L.**, and DeHart-Davis, L. (2015, June). *A Legitimacy Model of Organizational Rules*. Presented at the 13th Public Management Research Conference. Minneapolis, Minnesota.
- Davis, R. S., **Borrry, E. L.**, and Klingeman, C. (2015, June). *Examining the Relationships between Public Service Motivation, Ethical Climate, and Prosocial Rule Bending*. Presented at the 13th Public Management Research Conference. Minneapolis, Minnesota.

- 2014 **Borrry, E. L.** (2014, March). *Ethical Climate and Rule Bending: How Organizational Ethics Contribute to Unintended Rule Consequences*. Presented at the 75th meeting of the American Society for Public Administration. Washington, D.C.
- DeHart-Davis, L. and **Borrry, E. L.** (2014, January). *Written Rules and The Man: Does Formalization Decentralize Authority?* Presented by Leisha DeHart-Davis at the 85th Southern Political Science Association Conference. New Orleans, Louisiana.
- 2013 **Borrry, E. L.** (2013, June). *Ethical Dimensions of Green Tape: Do Ethical Climates Influence Green Tape?* Presented at the 12th Public Management Research Conference. Madison, Wisconsin.
- Borrry, E. L.** (2013, June). *Red Tape: A New Measurement*. Presented at the 12th Public Management Research Conference. Madison, Wisconsin.
- 2011 **Borrry, E. L.** (2011, June). *Ethical Climate in the Public Sector: Its Influence on Rule Bending*. Presented at the 11th Public Management Research Conference. Syracuse, New York.
- 2008 Piotrowski, S. J. and **Borrry, E. L.** (2008, June). *Local Government Open Meetings and State Government Sunshine Laws*. Presented by S. J. Piotrowski at the Fourth Transatlantic Dialogue on Public Administration. Milan, Italy.
- Piotrowski, S. J. and **Borrry, E. L.** (2008, March). *Open Meetings and Transparency: Key Issues for Local Governments*. Presented by S. J. Piotrowski at the meeting of the American Society for Public Administration. Dallas, Texas.
- 2007 Piotrowski, S. J. and **Borrry, E. L.** (2007, September). *Open Public Meetings: Key Components and Issues*. Presented by S. J. Piotrowski at the meeting of the American Political Science Association. Chicago, Illinois.

GRANT APPLICATIONS

Awarded

- 2019 “Teaching Public Administration through Simulations with *Parks and Recreation*.” UAB QEP Unit-based Project Grant – 2019 Cycle. University of Alabama at Birmingham. \$14,984. (with Peter A. Jones).
- 2015 “Television in the Classroom: Using *Parks and Recreation* as a Public Administration Teaching Tool.” 2015-2016 Dean’s Grant, College of Arts and Sciences, University of Alabama at Birmingham. \$2,000.

Not Awarded

- 2018 “Cultivating Public Service Workforce of the Future: A Guide to Developing Pipelines.” IBM Center for the Business of Government. \$20,000. (with Heather Getha-Taylor and Maja Holmes).

TEACHING EXPERIENCE

MPA Courses (University of Alabama at Birmingham)

- 600 Administrative Ethics
Spring 2019
- 602 Scope of Public Administration/Administrative Theory and Behavior
Fall 2013, 2014, 2015, 2016, 2017, 2018, 2019
Spring 2016, 2018, (2020)
Summer 2014, 2015, 2016
- 604 Human Resources Management
Fall 2013, 2014, 2016, 2017, 2018, 2019
Spring 2014, 2015, 2016, 2017, 2019
- 668 Intergovernmental Relations
Fall 2015
Spring 2014, 2015
- 695 Special Topics: Open Government
Summer 2017, 2018
- 697 Graduate Learning Portfolio
Spring 2017, 2018

Undergraduate Courses (University of Kansas)

- 330 Introduction to Public Administration
Fall 2010
Spring 2011, 2012, 2013
- 694 Open Government
Fall 2011, 2012
- 694 Street-Level Bureaucracy
Summer 2012

Invited Workshops

- 2019 Teaching Innovations: Parks and Recreation in the classroom. Presentation for UAB Center for Teaching and Learning. February.
- 2018 Performance Management Workshop for senior faculty and administrators of the Bangladesh Public Administration Training Centre. May.

SERVICE

Professional

Journal Editorial Board

- 2018 – Associate Editor, *The Social Science Journal*
- 2016 – Member, Editorial Board, *Public Integrity*
- 2016 – 2019 Digital Media Editor, *Public Integrity*

Executive Committee/Board Memberships

- 2019 – Academic Women in Public Administration (AWPA)
Chair, Social Media Subcommittee
- 2017 – Section for Women in Public Administration (SWPA), American Society for Public Administration (ASPA)
- 2014 – Section on Ethics and Integrity in Governance (SEIGOV), American Society for Public Administration (ASPA)

Conference Service

- 2018 – Chair, Conference Administration Task Force. Southeastern Conference for Public Administration
- 2019 Panel Chair, 2019 Public Management Research Conference (PMRC)
- 2019 Best Dissertation Award Committee, Public and Nonprofit (PNP) Division of the Academy of Management (AOM)
- 2018 – 2019 Review Committee, 2019 Public Management Research Conference (PMRC)
- 2018 – 2019 Track Reviewer, 2019 American Society for Public Administration (ASPA)
- 2017 - 2018 Program Co-Chair, 2018 Southeastern Conference for Public Administration
- 2017 Panel Moderator, 2017 American Society for Public Administration (ASPA)
- 2014 – 2015 Reviewer, 2015 Public Management Research Conference (PMRC)

Manuscript Referee

The American Review of Public Administration
Journal of Policy History
Journal of Public Administration Research and Theory
Journal of Public Affairs Education
Public Administration Review
Public Administration Quarterly
Public Integrity
Public Performance and Management Review
Public Personnel Management
Review of Public Personnel Administration
State and Local Government Review
International Journal of Organizational Theory and Behavior (invited reviewer for symposium)
Taylor & Francis (book proposal and revision)

University

- 2017 – Member, Office of Diversity, Equity, and Inclusion (ODEI) Campus Climate Survey Committee

2017 Panelist, “From Protest to Academic Freedom: Free Speech, Hate Speech, and the First Amendment on College Campuses.” UAB Office of Diversity, Equity, and Inclusion. September 20. <http://www.uab.edu/dei/news/137-odei-hosts-critical-conversations>

College

2017 – 2019 Department Representative, College of Arts and Sciences Faculty Affairs Committee

Department

2016 – Member, 4+1 MPA program proposal committee, UAB Department of Political Science and Public Administration

2018 – 2019 Member, Strategic Planning Working Group, UAB Department of Political Science and Public Administration

2012 – 2013 Member, Undergraduate Committee, School of Public Affairs and Administration, University of Kansas

Program

2017 – Faculty Advisor, UAB Chapter of International City/County Management Association (ICMA)

2017 – 2018 Faculty Advisor, UAB Master of Public Administration Student Association (MPASA)

Master’s Thesis Committees

Chair

2018 – 2019 Regan E. Gaskin, “Workplace Bullying Attitudes and Opinions in Local Government Employees”

2018 Karina Jaimes, “Algorithmic Accountability and Individual Rights: A Case Study Analysis”

2015 – 2016 Marybrook Burchfield, “Mending Rural America: Disaster Recovery in Small Municipalities”

2014 – 2015 Nathaniel F. Kelley, “The Influence of State Legislatures on State Rainy Day Funds”

Member

2019 Samantha Arceneaux

2017 – 2018 Natalie Campbell
Firooz Jahani

2015 – 2016 Victoria Courtney Roberts
 Steven Romeo

2014 – 2015 Matthew Eric Click
 Jasmine Shaw

2014 Ali Hanif

MEDIA

2019 “Teaching Ethics through Parks & Rec with Dr. Erin Borry.” Interview on GovLove Podcast by Engaging Local Government Leaders (ELGL.org). July 5, 2019. <https://elgl.org/podcast-teaching-ethics-through-parks-rec-with-dr-erin-borry/>

2019 “When the machines come for government jobs, will efficiency crush equity?” Article by Matt Windsor on UAB News. May 8, 2019. <https://www.uab.edu/news/research/item/10463-when-the-machines-come-for-government-jobs-will-efficiency-crush-equity>

2019 “9 times ‘Parks and Recreation’ taught us how to get real about ethics.” Article by Matt Windsor in UAB Reporter. April 25, 2019. <https://www.uab.edu/reporter/know-more/research/item/8694-9-times-parks-and-recreation-taught-us-how-to-get-real-about-ethics>
 *Reprinted on Engaging Local Government Leaders (elgl.org). <https://elgl.org/9-times-parks-and-recreation-taught-us-how-to-get-real-about-ethics/>

2018 “Job automation could hinder diversity in public workforce, study finds.” Article by George Diepenbrock in KUNews. October 31, 2018. <https://today.ku.edu/2018/10/30/job-automation-could-hinder-diversity-public-workforce-study-finds>
 *Top Story in ASPABrief on November 2, 2018. <https://www2.smartbrief.com/servlet/encodeServlet?issueid=5983D5CD-F87F-4576-94B6-1CC2970C8536&sid=e435d251-8bc9-4b8d-8fa7-8d590bf6972e>

MEMBERSHIPS

2019 – Alabama Chapter, Scholars Strategy Network, <https://scholars.org/scholar/erin-borry>

2013 – American Society for Public Administration (ASPA)

2009 – Public Management Research Association (PMRA)