

Elijah Agyapong
Robertson School of Government
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EDUCATION

Ph.D. July, 2016. Public Affairs. University of Missouri-Columbia, Harry S Truman School of Public Affairs (Advisor: Lael Keiser). Dissertation: Representative Bureaucracy and Bureaucratic Responsiveness: Linking Passive and Active Representation in Ghana's Education Bureaucracy.

MPA. May, 2010. Concentration in Public Administration. University of Akron, Ohio. Department of Public Administration and Urban Studies.

B.A. May, 2006. Political Science with Philosophy. University of Ghana, Department of Political Science. Graduated Cum Laude. Thesis: A Case Study of the Serious Fraud Office as an Anti-Corruption Agency of Ghana.

ACADEMIC POSITIONS

2022 – Present, Program Coordinator, Master of Public Administration, Robertson School of Government, Regent University, Virginia Beach, VA.

2022 – Present, Associate Professor of Public Administration (Tenure with Promotion), Robertson School of Government, Regent University, Virginia Beach, VA.

2016 – **2022**, Assistant Professor of Public Administration, Robertson School of Government, Regent University, Virginia Beach, VA.

2013 – **2016**, Graduate Teaching Assistant, Harry S. Truman School of Public Affairs, University of Missouri-Columbia.

2011 – **2015**, Graduate Research Assistant, Harry S Truman School of Public Affairs, University of Missouri-Columbia.

2008 – **2010**, Graduate Research Assistant, Department of Public Administration and Urban Studies, University of Akron, Ohio.

2006 – **2007**, Teacher, Bomaa Senior High School, Bomaa, Brong-Ahafo Region, Ghana.

AREAS OF EXPERTISE AND INTERESTS

- **Public Administration** (theory and practice, governance, comparative public administration, democratic governance and public administration in Africa, administrative ethics, bureaucratic responsiveness, street-level bureaucracy, and representative bureaucracy)

- **Public Management** (organizational theory, program evaluation)
- **Public Policy** (theories of the policy process, policy analysis, policy implementation)
- **Research Methods in Public Administration/Affairs** (quantitative, qualitative, and mixed methods)

TEACHING EXPERIENCE

Regent University (2016 – present)

Graduate:

- Graduate Foundations of Government
- Christian Foundations of Government
- Organizational Theory
- Public Policy Initiatives
- Research Methods
- Principles of Public Administration
- Leadership and Administrative Ethics
- Program Evaluation
- Special Topics on Government and Politics in Europe (cross-listed with the Law School and included a two-week study tour to London, The Hague, Amsterdam, Brussels, Paris, and Versailles) (Summer, 2018)
- MPA Capstone (co-taught, Spring 2018)

Undergraduate:

- Making of the Christian Mind (Spring & Summer 2021 online)
- Making of the Christian Leader (Spring 2020 online)

University of Missouri (2015 – 2016), co-taught Graduate Courses:

- Research Methods and Inquiry in Public Affairs I (Fall 2015)
- Research Methods and Inquiry in Public Affairs II (Spring 2016)
- Organizational Analysis and Change (Spring 2015)

Bomaa Senior High School, Ghana (2006 – 2007)

- Government
- Core Mathematics

AWARDS, SCHOLARSHIPS, AND HONORS

Leadership Awards:

- Faculty Member of the Year, Robertson School of Government, Regent University, 2017-2018 Academic Year.

Research Awards:

- Honorable Mention, Best Paper. American Society for Public Administration (ASPA) 6th International Young Scholars Workshop, Chennai, India, July 11-16, 2017.

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- University of Missouri, Graduate Professional Council Award. Second Best Paper in Social Science (Quantitative) Research. 31st Annual Research and Creative Activities Forum, March 8, 2014.

Academic Scholarships:

- Graduate Assistantship, Harry S Truman School of Public Affairs, University of Missouri-Columbia, 2011-Present.
- Graduate Assistantship, Department of Public Administration, University of Akron, 2008-2010.

Honor Societies:

- Nominated to the Pi Alpha Alpha National Honor Society, 2010 (Declined).
- Golden Key Honor Society Certificate for Outstanding Academic Performance in Graduate School, University of Akron chapter, 2009.

Academic Excellence:

- University of Ghana, Legon Hall Award for excellent performance in college education and graduating with Honors, 2006.
- University of Ghana, Legon Hall Award for outstanding academic performance in the second year of Undergraduate School, 2005.

RESEARCH GRANTS

- University of Missouri Graduate School, John D. Bies International Travel Award for dissertation research in Ghana, September 2014. Amount: \$2,000
- Harry S Truman School of Public Affairs, Dissertation Travel Grants for fieldwork in Ghana, September 2014. Amount: \$500

UNIVERSITY COMMITTEE AND STUDENT SERVICE

Committees

- Robertson School of Government, Faculty Tenure and Promotion Committee (2022-2023)
- Regent University Faculty Senate (2021 – Present)
- Robertson School of Government (RSG), MPA Program NASPAA Accreditation Committee (2016-2018)
- RSG, MPA National Executive Board (2016-Present)
- RSG, NASPAA Performance Assessment Committee (2016-2018)
- RSG, MPA Performance Assessment Committee (2016-Present)

Student Service

- RSG, NASPAA Representative (2019 – Present)
- RSG, Advisor for the International City and County Management Association (ICMA) Student Chapter (2016 – Present)
- RSG, Advisor for Pi Alpha Alpha Student Chapter (2017-Present)
- RSG, Supervisor and Coach for the annual NASPAA-Batten Student Simulation Competition participants (2017-Present)

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- RSG, Organizer and leader, Europe Tour to London, The Hague, Amsterdam, Brussels, Paris, and Versailles (2018)
- RSG, Organizer and leader, Woodrow Wilson Home Tour to Staunton, VA (2017)

Advising, Supervised Internships, and Dissertation Committees

- Akosua Asare-Frempong, doctoral committee member, School of Communication, Regent University (2021-2022).
- External Reviewer, DPA Dissertation Proposal: Renee Sauerland, School of Public Service Leadership, Capella University (2019).
- Internship Advisor to Abigail Zarzar (MA Student) with Musalaha, Jerusalem (2019)
- Internship Advisor to Stephen Miller-Pitts (MPA student) with the Virginia General Assembly – 63rd District Virginia House of Delegates (2018).
- Faculty Mentor and Internship Advisor to Linda Waits-Kamau (MPA student), Pathways Internship with the U.S. Bureau of Consular Agency, Western Passport Agency, Tucson, AZ (2018-2019).

RESEARCH IN PROGRESS

Draft Manuscript titled “Exploring the Intersection of Servant Leadership and Representative Bureaucracy.”

Manuscript titled “Microfoundations of Representative Bureaucracy: Empirical Evidence from Ghana,” Under Review.

Co-author (with Lael Keiser and Michael Wahman). Manuscript on “Using Theories of Bureaucratic Responsiveness to Improve Governance: A Justification for Increased Empirical Research in Africa.” Under Review.

Ongoing cross-national survey for a manuscript titled “Teaching Ethics and Values: A Content Analysis of Public Administration Programs in Africa.”

Co-author (with Nelson Oppong), manuscript titled “Ghana’s Surprising Democratic Success: The Role of Civil Society.” Revision Requested.

Draft Manuscript titled “Preliminary Assessment of Factors that Influence Citations for Nutrition Deficiencies in Nursing Homes.”

PUBLICATIONS

- Agyapong, E. (2017). Representative Bureaucracy: Examining the Effects of Female Teachers on Girls' Education in Ghana. *International Journal of Public Administration*, 41(16), 1338-1350.
- Agyapong, E. (2018). *Representative Bureaucracy in Ghana*. In: Farazmand A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance. Springer, Cham. https://doi.org/10.1007/978-3-319-31816-5_3489-1
- Agyapong, E. (2018). A Critical Assessment of Representative Bureaucracy: Toward a more Expanded Theory. *PA Times*. <https://patimes.org/a-critical-assessment-of-representative-bureaucracy-toward-a-more-expanded-theory/>
- Sulemana I., & Agyapong, E. (2019). Subjective Well-Being and Political Participation: Empirical Evidence from Ghana. *Review of Development Economics*, 23(3), 1368-1386
- King, M. S., Agyapong, E., & Roberts, G. (2019). ASPA Code of Ethics as a Framework for Teaching Ethics in Public Affairs and Administration: A Conceptual Content Analysis of MPA Ethics Course Syllabi. *Journal of Public Affairs Education*, 27(2), 176-197.
- Roberts, G.E., King, S.M., Agyapong, E. (2022). Servant Soldiers. In: Dhiman, S., Roberts, G.E. (eds) *The Palgrave Handbook of Servant Leadership*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-69802-7_51-1
- Agyapong, E., King, S.M., Roberts, G. (2022). Servant Leadership and Ethics. In: Dhiman, S.K., Roberts, G.E. (eds) *The Palgrave Handbook of Servant Leadership*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-69802-7_96-1

CONFERENCE PAPER PRESENTATIONS

- “Servant Leadership, Diversity, and Representative Bureaucracy,” presented at the *Conference of Minority Public Administrators* (virtual), Track on Public Service and Crisis Management, March 2-5, 2022.
- “Teaching Ethics and Values: A Content Analysis of Public Administration Programs in Africa,” presented at the *Conference of Minority Public Administrators* (virtual), Track on Local Government, Leadership, and Ethics, February 25-28, 2021.
- Co-presenter with Stephen M. King and Gary Roberts., “Leadership and Ethics: Testing the Relationship between Personality and Ethical Predisposition of Public Administrators and Managers in Local Government,” presented at the *Northeast Conference on Public Administration* (virtual), Track on Vitality of Public Service in America, November 6-7, 2020.

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“Is Passive Representation a Necessary Condition for Active Representation to Occur? The Case of Girls’ Education in Ghana,” presented at the *Oxford Education Research Symposium*, University of Oxford, UK, July 29-31, 2019.

“Empirical Assessment of Two Administrative Reforms to Engender Bureaucratic Responsiveness,” presented at the *Conference of Minority Public Administrators (COMPA)*, Baltimore, MD, March 4-7, 2019.

With Stephen M. King, “ASPA Code of Ethics as a Framework for Teaching Ethics in Public Affairs and Administration: A Conceptual Content Analysis of MPA Ethics Course Syllabi,” presented at the *Northeast Conference on Public Administration (NECoPA)*, Baltimore, MD, November 2-4, 2018.

“Do female Teachers have Different Attitudes toward Girls’ Education than their Male Counterparts? Examining the Concept of ‘Minority Representative Role’ in Ghana,” presented at the *Northeast Conference on Public Administration (NECoPA)*, Baltimore, MD, November 2-4, 2018.

“Representative Bureaucracy: Examining the Effects of Female Teachers on Girls’ Education in Ghana,” presented at the *American Society for Public Administration (ASPA) 6th International Young Scholars Workshop*, Chennai, India, July 11-16, 2017.

“Representative Bureaucracy and Bureaucratic Responsiveness: Examining the Effects of Female Teachers on Girls’ Education in Ghana,” presented at the *American Society for Public Administration (ASPA) 78th Annual Conference*, Atlanta, GA, March 17-21, 2017.

Co-presenter with James Harrington, Romeo Abraham & Varaidzo Zvobgo, “The Impact of Goal Setting and Perceived Supervisory Support on Public Employees’ Intrinsic Motivation in U.S. Federal Agencies,” at the *American Society for Public Administration (ASPA) 78th Annual Conference*, Atlanta, GA, March 17-21, 2017.

“Representative Bureaucracy and Bureaucratic Responsiveness: Linking Passive and Active Representation in Ghana’s Education Bureaucracy.” Poster presentation at the *Public Management Research Conference (PMRC)*, Minneapolis, MN, June 10-13, 2015.

“Are Women in Professional Associations Confronted with Glass Ceiling? A Case Study of the National Association of Disability Examiners (NADE),” paper presented to the *American Society for Public Administration (ASPA) Conference*, Chicago, IL, March 6- 10, 2015.

With Lael Keiser, “Do Western Theories of Bureaucratic Responsiveness Travel to Developing Democracies? A Research Agenda for Africa,” presented at the *Midwest Political Science Association (MPSA) Conference*, Chicago, IL, April 3-6, 2014.

(With Lael Keiser in absence), “Understanding Bureaucratic Responsiveness in Africa: Do Existing Theories Apply?” Presented at the *Southern Political Science Association (SPSA)*, New Orleans, LA, January 9-11, 2014.

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“A Reassessment of Democratic Consolidation in Ghana,” presented at the 31st annual Research and Creative Activities Forum (RCAF), University of Missouri-Columbia, March 8, 2014.

Co-presenter with Chris Opoku-Agyemang. “Preliminary Analysis of Perceived Corruption towards Ghana Police Service: Implications for an Effective and Transparent Administration,” University of Akron Conference on Undergraduate and Graduate Student Research, Akron, Ohio, March 26, 2009.

WEBINARS AND CONFERENCE PANEL ACTIVITIES

Moderator, panel on “Nonprofit Management and Leadership,” Conference of Minority Public Administrators, March 2-5, 2022.

Moderator, “International/Comparative Public Administration,” Conference of Minority Public Administrators, February 25-28, 2021.

Moderator, “Local Government, Leadership, and Ethics,” Northeast Conference of Public Administration, November 6-7, 2020.

Organizer, “Careers in Local Government,” Regent Students Chapter of ICMA (Zoom Webinar). Panelists: Mr. Sam Gaston (City Manager, Mountain Brooks, Alabama), Dr. Edwin Daley (Interim County Administrator, Warren County, Virginia), and Ms. Laura Fitzpatrick (Deputy City Manager, City of Chesapeake), October 29, 2020.

Organizer and moderator, “Responsive Public Service: Social Equity and Representative Bureaucracy,” Regional Virtual Webinar for Conference of Minority Public Administrators. Panelists include Susan Gooden, Dean of the Wilder School of Government and Public Affairs, Virginia Commonwealth University and Kenneth Meier, Distinguished Scholar in Residence, Department of Public Administration and Policy, American University, October 29, 2020.

Organized and co-hosted/moderated with Gary Roberts and Stephen M. King, “Responsive Public Service: Local Government Leadership and Management Resiliency Challenges, Lessons and Opportunities In the COVID-19 Era: Staying the Course Under Duress.” Hampton Roads Chapter of ASPA, Virtual Webinar, November 19, 2020. Panelists: Mr. Sam Gaston (City Manager, Mountain Brooks, Alabama), Dr. Edwin Daley (Interim County Administrator, Warren County, Virginia), and Ms. Laura Fitzpatrick (Deputy City Manager, City of Chesapeake), November 19, 2020.

Invited as panelist on “Taking Stock of Ghana’s Policy responses to Covid-19,” Law and Development Associates, a multi-disciplinary firm in Ghana, July 7, 2020. Declined due to scheduling conflict.

Panelist: “Public Affairs Doctoral Research and Professional Development Seminar” (virtual webinar), Harry S Truman School of Public Affairs, Columbia, MO, March 12th, 2020.

Panel Chair and Moderator, Track on Public Administration, *Southern Political Science Association (SPSA)*, New Orleans, LA, January 9-11, 2014.

PROFESSIONAL ASSOCIATION MEMBERSHIP

American Society for Public Administration (ASPA)

- Section on Conference of Minorities in Public Administration
- Section on African Public Administration (SAPA)
- Section on International and Comparative Administration (SICA)
- Hampton Roads Chapter of ASPA

American Political Science Association

Northeast Conference on Public Administration

SERVICE TO THE PROFESSION

Executive Board Member, Conference of Minority Public Administrators (2020-Present)

- Conference Planning and Organizing Committee (2021, 2022, 2023)
- Conference Awards Committee (2021-2022)
- Communication and Outreach Committee (2020-Present)
- Regional Representative (responsible for region two, including DE, DC, MD, VA, WV, IN, OH, MI) (2020-2023).

Council Member, Hampton Roads Chapter of the American Society for Public Administration (2018-Present)

- Pindur Awards Committee (2018 – 2022)

MANUSCRIPT REVIEWS AND EDITORIAL SERVICE

- Korean Journal of Policy Studies
- Reviewer for Public Administration Review
- Reviewer for Cities International Journal of Urban Policy and Planning
- Editorial Board Member, Journal of Public Policy and Administration (2019-2021)

ADDITIONAL INFORMATION

Office Manager at the headquarters of the Great Commission Movement of Ghana (GCMG), a ministry of Campus Crusade for Christ International (CCCI), Accra, Ghana (2007-2008).

- Responsible for day-to-day office administration, inventory, logistics, publication and sale of ministry booklets (e.g., four spiritual laws), customs clearance of ministry equipment at the port, support service for outreach abroad.

Assistant Field Ministries Coordinator at Great Commission Movement of Ghana, Accra (2007).

- Responsible for the smooth operations of several Jesus Film Outreach Teams through the provision of financial resources, logistics, and ministry materials for discipleship. Responsible for compiling and disseminating annual reports and success stories and primary liaison with ministry partners and donors abroad.

E. Agyapong

References Available Upon Request