

## M. ERNITA JOAQUIN, Ph.D.

Public Administration Program  
School of Public Affairs and Civic Engagement  
College of Health and Social Sciences  
San Francisco State University

Phone: (415) 817-4460  
Address: Suite 678-B, 835 Market Street,  
San Francisco, CA 94103  
Email: ejoaquin@sfsu.edu

### EDUCATION & TRAINING

#### **Northern Illinois University**

**Illinois, USA**

Ph. D. in Political Science, College of Liberal Arts, 2007

Dissertation: “*Agency Strategy, Strength, and Adaptation: Implementation of the Bush Administration’s Competitive Sourcing Policy*”

Years attended: 2001-2007

#### **University of the Philippines at Diliman**

**Quezon City, Philippines**

Master of Public Administration, National College of Public Administration and Governance, 1998

Concentration: Local Government, Organization Studies

Years attended: 1992-1998

#### **University of Manchester**

**Manchester, United Kingdom**

Advanced Diploma in Human Resource Studies, Global Development Institute (formerly Institute for Development Policy and Management), 1995

*With Distinction*

Years attended: 1994-1995

#### **University of the Philippines at Diliman**

**Quezon City, Philippines**

Bachelor of Arts, Political Science, College of Arts and Social Sciences, 1991

Years attended: 1987-1991

#### Certificate Programs

Training in Organization Development

Curtin University, Perth, Australia

Year Attended: 2000

Training in Municipal Executive Development

German Foundation for International Development

Bonn, Germany

Year attended: 1997

### PROFESSIONAL POSITIONS

San Francisco State University, College of Health and Social Sciences, San Francisco, CA

- Associate Professor, School of Public Affairs & Civic Engagement, Public Administration Program (Fall 2016 – present)
- Assistant Professor, Department of Public Administration (Fall 2012 – Spring 2016)

University of Nevada – Las Vegas, Greenspun College of Urban Affairs, Las Vegas, NV

- Assistant Professor, School of Environmental and Public Affairs, Public Administration Program (Fall 2007 – Summer 2012)

American Farmland Trust, Dekalb, IL (2005-2007)

- Graduate Assistant & Consultant, Center for Agriculture in the Environment

Northern Illinois University, Dekalb IL (2001 – 2007)

- Graduate Assistant, Department of Political Science
- Graduate Assistant, Center for Southeast Asian Studies

University of the Philippines, Quezon City, Philippines (1992 – 2001)

- Lecturer, National College of Public Administration and Governance
- Trainer-Researcher, NCPAG Center for Local and Regional Governance
- Course Developer, UP Open University

## **COURSES TAUGHT**

### **SAN FRANCISCO STATE UNIVERSITY**

#### **Master's in Public Administration Program** (all 3 credits)

- Foundations of Governance and Management (PA 700). Fall 2017; Spring 2017; Fall 2016; Spring 2016; Fall 2015; Fall 2014; Spring 2014; Fall 2013; Spring 2013; Fall 2012
- Resource Allocation and Management (PA 730). Spring 2016; Fall 2015
- Organization Design and Change Management (PA 720). Spring 2017; Fall 2015; Spring 2015 piloted in hybrid delivery
- Intergovernmental Relations (PA 784). Spring 2017; Fall 2014 piloted in hybrid delivery; Spring 2013
- Program and Service Delivery (PA 727-CSL). Fall 2016 piloted in community service-learning mode
- Program and Service Delivery (PA 727). Spring 2016; Spring 2015; Spring 2014 – piloted in hybrid delivery
- Decision Making in Public Affairs (PA 753). Fall 2017 piloted in hybrid delivery; Fall 2013; Spring 2015

#### **Directed Studies (PA 899)**

- State Budgeting Reform. 1 student, 1 credit (Spring 2014)
- Community Service Learning Theory and Practice. 1 student, 2 credits (Spring 2017)

#### **College of Extended Learning** (all 3 credits)

- Organization Design and Change Management (PA 720). Summer 2014, Summer 2013

#### **Committee Work for Graduate Students' Culminating Experience Projects**

##### **Committee Chair**

- Danielle Horcabas, Spring 2015  
Title of Master's Thesis: *Perceptions of WIC Program and Breastfeeding Effects on WIC Participants' Breastfeeding Practices*

### Committee Member

- Tory Taylor, Fall 2015- present  
Title of Thesis Proposal: *More than a website: Headstart grantees' web presence and services rendered*
- Susie McKinnon, Spring 2014 - present  
Title of Thesis Proposal - *Evaluating the Rationale and Methodology of the Development of a Large Capital Development Project on Arts, Culture and Community*

### **UNIVERSITY OF NEVADA – LAS VEGAS**

#### **Master's in Public Administration Program**

- Fiscal Administration (PUA 704). Fall 2007, Fall 2008, Spring 2009, Fall 2009, Spring 2010, Spring 2011, Fall 2011, Spring 2012. 3 credits
- Introduction to Public Administration and Policy (PUA 701). Summer 2008, Spring 2011. 3 credits.
- Organization Theory (PUA 703). Spring 2008, Fall 2008, Fall 2009, Spring 2010, Fall 2010, Summer 2012. 3 credits
- Decision Making (PUA 792). Spring 2012. 3 credits
- Special Topics in Public Administration (Contract Management/ Network Governance). Summer 2008. 1 credit
- Leadership of Public Bureaucracies (developed for an online course proposal)
- Independent Study. Spring 2011, Fall 2011.

#### **Committee Work for Doctoral Students**

#### **Doctor of Philosophy in Public Affairs Program**

- Willie Smith (completed in 2012)  
Title of Dissertation - *The Impact of Federal Aid on State Spending on Juvenile Justice Programs*
- Jason Wasden (committee membership ended with move to SFSU)  
Title of Dissertation Proposal – *CHOICES: Florida's Version of Obamacare*
- Launa Wilson (committee membership ended with move to SFSU)  
Title of Dissertation Proposal - *Drug Courts: A Study of Accountability in Indirect Government*
- Richard Clark (committee membership ended with move to SFSU)  
Title of Dissertation Proposal - *Public-Private Partnerships and Decision Making Theory*

### **UNIVERSITY OF THE PHILIPPINES**

#### **BA in Public Administration Program** (various semesters, 1998-2000)

- Introduction to Public Administration
- Local Government
- Government- NGO Relations
- Gender in Development

## RESEARCH, PUBLICATIONS, & PRESENTATIONS

### Peer-Reviewed Publications

2017. Park, S.M., Joaquin, M. E., Min, K. R., & Uggadan, R. Do reform values matter? Federal worker satisfaction and turnover intention at the dawn of the Trump presidency. *The American Review of Public Administration*. Published ahead of print DOI: 10.1177/0275074017706674.
2016. Shea, J., Joaquin, M.E, & Wang, J.Q. M. Pedagogical design factors that enhance learning In hybrid courses: A contribution to design-based instructional theory. *Journal of Public Affairs Education*, 22(3), 381-397.
2015. Shea, J., & Joaquin, M.E, with Gorzycki, M. Hybrid course design: Considerations for promoting student engagement and success. *Journal of Public Affairs Education*, 21(4), 539-556.
2015. Greitens, T., & Joaquin, M. E. Improving the effectiveness of e-reporting in government with the concept of multiple accountability. In A. Manoharan (Ed.), *E-government and websites: A public solutions handbook* (pp. 47-65). M. E. Sharpe.
2014. Joaquin, M. E., & Meyers, N. G. Accountability, learning, and response amid fiscal crisis. *Administration & Society*, 47(8), 1015-1037.
2014. Myers, N. G. & Joaquin, M. E. Seats at the table: Actors and decision variables in implementing the Affordable Care Act in California. *California Journal of Politics and Policy*, 1-28.
2014. Joaquin, M. E., Trust and 21<sup>st</sup> century public management. In Conteh, C., et al. (Eds.) *Governance and public management: Strategic foundations for volatile times* (pp. 152-158). Routledge.
2013. Joaquin, M. E., & Park, S. M. Exploring the topography of performance and effectiveness of U.S. federal agencies. *Public Personnel Management*, 42(1), 55-74.
2012. Joaquin, M. E., & Greitens, T. Contract management capacity breakdown? An analysis of U.S. local governments. *Public Administration Review*, 72(6): 807–816.
2013. Joaquin, M. E. Public attitudes toward climate change around the world. In B. Black, et al. (Eds.), *Climate change: An encyclopedia of science and history* (pp. 1147-1170). Vol. 3. Sta. Barbara, CA: ABL-CIO.
2012. Park, S. M., & Joaquin, M. E. Of alternating waves and shifting shores: The configuration of reform values in the U.S. federal bureaucracy. *International Review of Administrative Sciences*, 78(3), 514-536.
2012. Greitens, T., & Joaquin, M. E . Perceptions of performance in the U.S. financial regulatory arena. *International Journal of Public Sector Management*, 25(6/7), 444-454.
2012. Joaquin, M. E., & Greitens, T. The American Recovery and Reinvestment Act websites through the lens of digital accountability and citizen engagement. In A. Manoharan, & M. Holzer (Eds.), *E-Governance and civic engagement: Factors and determinants of E-democracy* (pp. 1-24). Hershey, PA: IGI-Global.
2011. Joaquin, M. E., & Greitens, T. The accountability - performance link in federal agencies: An attempt at distilling some mechanisms. *Public Performance and Management Review*, 34(3), 323-349.

2011. Joaquin, M. E., & Greitens, T. Integrating budget transparency into E-government websites. In E. Downey, C. Ekstrom, & A. Jones. (Eds.), *E-government website development* (pp. 305-319). Hershey, PA: IGI-Global.
2010. Greitens, T., & M. E. Joaquin. Policy typology and performance measurement: Results from the Program Assessment Rating Tool. *Public Performance and Management Review*, 33(4), 536-555.
2009. Joaquin, M. E. Bureaucratic adaptation and the politics of multiple principals in policy implementation. *The American Review of Public Administration*, 39, 246-268.
2009. Joaquin, M. E., & Greitens, T. Presidential policy initiatives and agency compliance: Organizational adaptation to A-76. *Administration and Society*, 41(7), 815-849.
2006. Joaquin, M. E. Irene Rubin. In C. Felbinger & W. Haynes (Eds.), *Profiles of outstanding women in public administration* (pp. 123-128). American Society for Public Administration, Washington, DC.
2004. Joaquin, M. E. Decentralization and corruption: The bumpy road to public sector integrity in developing countries. *Public Integrity: A Journal of the American Society for Public Administration* 6(3), 207-219.
2001. Joaquin, M. E. Mandates and funding: The divorce of implementation from policy. *Philippine Journal of Public Administration*. 45 (1 & 2), 126-148.
- 1998 and 2000. Joaquin, M. E. Book chapters in Tapales, P. D. et al. (Eds.) Local government in the Philippines: A book of readings. *Volume I: Local Government Administration*, 1998 (390pp), *Volume II: Current Issues in Governance*, 1998 (497pp).
1998. Joaquin, M. E. Application of the learning theory in the public sector. The case of decentralisation in the Philippines. In Analoui, F. (Ed.), *Human resource management issues in developing countries* (pp. 87-105). Ashgate. Aldershot, UK.
1998. Sajo, T., Santiago, E., & Joaquin, M. E. *Handbook of modern management in Philippine local government*. Jointly published by the University of the Philippines and German Foundation for International Development. Manila.
1996. Legaspi, P., Cabo, W., & Joaquin, M. E. *Local economic promotion in the Philippines*. Jointly published by the University of the Philippines and German Foundation for International Development.
1996. Tapales, P. D., Padilla, P., & Joaquin, M. E. *Modern management in Philippine local government*. Jointly published by the University of the Philippines and German Foundation for International Development.
1995. Joaquin, M. E. Towards a learning approach in local government capability building. *Philippine Journal of Public Administration*. 39(3), 282-314.
1995. Joaquin, M. E., Organizational learning in Philippine local government. *Human Resource Series, Discussion Paper No. 1*. Institute for Development Policy and Management, University of Manchester. United Kingdom.

### **Research Reports**

1998. Santiago, E., and Joaquin, M. E. *Population and Development: A Knowledge-Attitude-Practice Survey of Local Influentials*. Manila: Local Government Center, the Philippine Legislators Committee on Population and Development, and Johns Hopkins University.
1996. Joaquin, M. E., and Valeroso, E. *Philippine Cities in the 90s. A compilation of basic information*. Local Government Center, University of the Philippines.

### **Creative Work**

2011. Thompson, W., & Joaquin, M. E. The Hall of Fame: Organizational comatosis or hibernation? *Popular Culture Review*. 22(1), 91-97.

### **Essays in Professional Association Newsletters**

2009. Myers, N., & Joaquin, M. E. Network governance and health care policy. *The P.A. (Public Administration) Times* 3(27), 5. Washington, DC: American Society for Public Administration.
2008. Joaquin, M. E. Contract management: A P.A. education for boundary managers. *The P.A. Times*. Special Education Supplement Issue, 7-8. Washington, DC: American Society for Public Administration.
2007. Joaquin, M. E. P.A. in the era of competitive sourcing: Quality, qualitatively. *The P.A. Times*. Washington, DC: American Society for Public Administration, Special Supplement, 3.

### **Book Review Essays in Professional Journals**

2014. Joaquin, M. E. 'Book review of *Freedom in America*' for The American Review of Public Administration, 44(2), 252-254.
2012. Joaquin, M. E. 'Serve, nudge, and share: Engaging the public as government's customer, partner, and citizen.' Book review of *Citizens, Customers, Partners* for State and Local Government Review, 44(3), 221-224.
2011. Joaquin, M. E. 'Salvaged from the wreckage: Glimpses from the grand reorganization of the president, by the president, for the president.' Book review of *Nixon's Super Secretaries* for Public Administration Review, 17(5), 800-802.
2010. Joaquin, M. E. 'Book review of *The Responsible Contract Manager*' for Governance: An International Journal of Policy, Administration and Institutions, 23(1), 195-198.
2005. Joaquin, M. E. 'Book review of *Collaborative Public Management: New Strategies for Local Government*', for Publius: The Journal of Federalism 5(4), 637-639.