

SABINA SCHNELL, Ph.D.

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ACADEMIC APPOINTMENTS AND AFFILIATIONS

- Assistant Professor**, Department of Public Policy, Institute of Social and Political Sciences, Corvinus University, Hungary 2025-present
- Senior Research Associate**, Program for the Advancement of Research on Conflict and Collaboration (PARCC), Syracuse University, USA 2015-present
- Assistant Professor**, Department of Public Administration and International Affairs, Maxwell School of Citizenship and Public Affairs, Syracuse University, USA 2014-2024
- Teaching and Research Assistant**, Trachtenberg School of Public Policy and Public Administration, George Washington University, USA 2006-2011

PROFESSIONAL APPOINTMENTS

- Senior Public Sector Consultant**, The World Bank 2024-present
- Senior Public Sector Specialist**, The World Bank 2018-2020
- Public Sector Consultant**, The World Bank 2010-2014
- Project Officer**, German Agency for Technical Cooperation (GTZ, now GIZ) 2004-2006
- Leadership Trainee**, German Agency for Technical Cooperation (GTZ) 2002-2004

EDUCATION

- Ph.D. Public Policy and Administration, Trachtenberg School of Public Policy and Public Administration, The George Washington University, USA** 2014
Dissertation: *International Diffusion and Domestic Policy-Making: The Case of Transparency and Anticorruption in Romania*.
Committee: Jennifer Brinkerhoff (chair), Lori Brainard, Derick Brinkerhoff.
- M.A. Development Policy, University of Bremen, Germany** 2001
Thesis: *Civil Society in Transition from Communism to Democracy. The Example of Five Eastern European Countries*.
- B.A. International Business and Economics, Academy of Economic Studies, Bucharest, Romania** 1999
Thesis: *The Management of Political Risk in Transnational Companies*

PUBLICATIONS

Peer Reviewed Journal Articles

- Schnell, S., Kim, J., Munno, G., & Nabatchi, T. (2024). How citizens want to “see” the state: Exploring the relationship between transparency and public values. *Public Administration Review*, 84(2), 357-372.
- Schnell, S. (2023). To know is to act? Revisiting the impact of government transparency on corruption. *Public Administration and Development*, 43(5), 355-367.
- Schnell, S., & Gerard, C. (2023). From bureaucrats to entrepreneurs to networkers, advocates, and empaths: Reappraising human resources management ideals and practices in public administration. *Review of Public Personnel Administration*, 43(4), 652-676.
- Schnell, S. (2022). Transparency in a “Post-Fact” World. *Perspectives on Public Management and Governance*, 5(3), 222-231.
- Schnell, S. (2020). Vision, voice, and technology: Is there a global “open government” trend? *Administration & Society*, 52(10), 1593-1620.
- Beagles, J., Schnell, S. & Gerard, C. (2019). Overcoming isolationism in American public administration. *Perspectives on Public Management and Governance*, 2(4), 255-266.
- Schnell, S., & Jo, S. (2019). Which countries have more open governments? Assessing structural determinants of openness. *The American Review of Public Administration*, 49(8), 944-956.
- Schnell, S. (2018). Cheap talk or incredible commitment? (Mis)calculating transparency and anti-corruption. *Governance*, 31(3), 415-430.
- Schnell, S. (2018). From information to predictability: Transparency on the path to democratic governance. The case of Romania. *International Review of Administrative Sciences*, 84(4), 692-710.
- Schnell, S. (2015) Mimicry, Persuasion, or Learning? The case of two transparency and anti-corruption policies in Romania. *Public Administration and Development*, 35(4), 277-287
- Schnell, S. & Saxby, J. (2010). Mobilizing against hunger and poverty: Capacity and change in a Brazilian social mobilization network. *Public Administration and Development*, 30(1), 38-48.

Book Chapters

- Schnell, S. (forthcoming). Chapter 1. Global Evolution of Open Government. In: Gasco-Hernandez, M., Prasad, A., Gil-Garcia, J. R., & Pardo, T. A. (Eds.). *Research Handbook on Open Government*. Edward Elgar Publishing.
- Schnell, S. (2019). Transparency assessment in national systems. In: Paanakker, H., Masters, A.B. & Huberts, L. (eds.), *Quality of Governance: Values and Violations*. Cham, Switzerland: Palgrave MacMillan.
- Schnell, S. & Brinkerhoff, D. (2010). Replicability and scaling up. In: Helmut Anheier & Stefan Toepler (eds.), *International Encyclopedia of Civil Society*. New York: Springer.

Book Reviews

Schnell, S. (2024). Review of the book “The government analytics handbook: Leveraging data to strengthen public administration”. By Daniel Rogger, Christian Schuster (Eds.). *Public Administration Review*, 84(4), 766-769.

Manuscripts under Review

Schnell, S. *Beyond the WEIRD world. Reconciling bureaucracy and democracy in developing countries.*

Manuscripts in Progress

Schnell, S., Liu, Y. & Nabatchi, T. *Liberty or Science? Individual values and willingness to comply with COVID vaccine guidance in the US.*

Schnell, S. *Managers, not measures: Isomorphism in performance management and the hidden benefits of informality.*

Selected Professional Publications

Schnell, S., Mihes, D., Sobjak, A., & van Acker, W (2021). *Performance management in the public administration – Seven success factors.* Equitable Growth, Finance and Institutions Insight. Washington DC: The World Bank.

Mihes, D. & Schnell, S. (2021). *Analysis of the capacity of HR departments to implement proposed reforms.* Advisory Services on Developing a Unitary Human Resources Management System Within the Public Administration. Bucharest, Romania: The World Bank.

Schnell, S. & Mihes, D. (2020). *Analysis of the performance management system in the Romanian public administration.* Advisory Services on Developing a Unitary Human Resources Management System Within the Public Administration. Bucharest, Romania: The World Bank.

Schnell, S., Butnaru, A., Moldovan, R., Mihes, D., & Susoi, V. (2019). *Baseline diagnostic of the national framework for HRM and its institutionalization.* Advisory Services on Developing a Unitary Human Resources Management System Within the Public Administration. Bucharest, Romania: The World Bank.

Schnell, S. (2010). *Fragility and State-Building in Fragile and Conflict States. Review of Bank Country Strategies.* Report prepared for the World Bank. Washington DC: The World Bank.

Schnell, S., Poulsen, P., Condy, A., Tertsunen, M., Holland, J. (2006). *Principles for PSIA Process in Policy Cycles and Stakeholder Participation.* Report prepared for the PSIA Network. GTZ, Eschborn and DfID, London, March.

Schnell, S. (2005). *Review of Poverty and Social Impact Analyses (PSIAs) carried out with German Support in Malawi, Ghana and Cambodia.* Report prepared for the German Agency for Technical Cooperation (GTZ). Eschborn: GTZ. (in German and English)

Tertsunen, M., Schnell, S. & Henseler, J. (2005). *Poverty and Social Impact Analysis (PSIA) and Agricultural Policy in PRSP countries*. Workshop proceedings. Rome, 15 - 16 September 2004. GTZ, Eschborn, WB, Washington DC, and IFAD, Rome.

Bravo, R., Velásquez, E., Castaldi, J.C., Schnell, S. & Montes de Oca, A. (2003). *Poverty in Honduras: Gender Perspectives*. Tegucigalpa, Honduras: Office of the President, Technical Support Unit (UNAT), National Institute for Women (INM), and German Agency for Technical Cooperation (GTZ). (in Spanish)

Schnell, S. & Forster, R. (2003). *Participation in Monitoring and Evaluation of PRSPs: Trends and Approaches emerging from 21 full PRSPs*. Report prepared for the World Bank. Washington DC: The World Bank.

PRESENTATIONS

Invited Talks, Presentations, and Symposia

2022. *Developmental, administrative, or democratic state? Reconciling bureaucracy and democracy in developing countries*. Perspectives on Public Management and Governance (PPMG) Symposium "Democracy, Human Rights, and Public Administration."

2022. *Autocratization by gunpoint or democratization by persuasion? The War in Ukraine: A Special PARCC Conversations Program*, Syracuse University.

2021. *From bureaucrats to entrepreneurs to networkers: Reappraising human resources management ideals and practices in the public administration*. Symposium on "Reappraising Bureaucracy in the 21st Century," sponsored by Perspectives on Public Management and Governance (PPMG).

2020. *Managers or Measures? Insights from an Analysis of Performance Management of Civil Servants in Romania*. World Bank, Governance Global Practice.

2019. *Round Table: Does transparency deliver on its promise?* 6th Global Conference on Transparency Research (GCTR), Rio De Janeiro, Brazil.

2019. *Reforming Human Resources Management in the Romanian Public Administration*. Innovation and Quality in the Public Service, Sambata de Sus, Brasov, Romania.

2019. *Human resources management in the Romanian public administration. Baseline diagnostic of the legal and institutional framework*. University "Steven the Great", Suceava, Romania.

2019. *Performance management: international trends and lessons learned*. National Agency for Civil Servants, Bucharest, Romania.

2019. *Human resources management in the Romanian public administration. Baseline diagnostic and overarching policy recommendations*. High-level Committee for the Coordination of the Implementation of the National Strategy for Strengthening the Public Administration, Bucharest, Romania.

2019. *Overview of HRM Diagnostic and Recommended Options*. Seminar on the Initial Diagnostic of the Legal and Institutional Framework for the Management of Human Resources in the Romanian Public Administration. World Bank, Bucharest, Romania.

2018. *Vision, Voice, and Technology: Is There a Global 'Open Government' Trend*. PARCC Conversations in Conflict Studies, Syracuse University.

2017. *Public Service Education about Corruption Control and Government Transparency*. NASPAA Annual Conference, Washington, D.C.

2017. *Vision, Voice, and Technology: Is there a global Open Government Trend*. Transparency Research Workshop, Institute on Transparency and Governance, School of Public Affairs and Administration at Rutgers University Newark. Newark NJ.

2015. *Panel: Making Our Technical and Public Service Content Relevant Across Contexts*. NASPAA Annual Conference, Brooklyn, New York.

2015. *Panel: Changing practice: can it be managed? "Doing Development Differently: Can It Be Managed"* workshop organized by the Overseas Development Institute (ODI), Research Triangle Institute (RTI), and the University of Birmingham, London, UK.

Conference Presentations

Schnell, S. (2024). *Managers not measures: Isomorphism in performance management and the hidden benefits of informality*. American Society of Public Administration Annual Conference (ASPA), SICA Fred Riggs Symposium, Minneapolis, Minnesota.

Schnell, S., Liu, Y. & Nabatchi, T. (2023). *Liberty or Science? Individual values and willingness to comply with Covid vaccine guidance in the US*. Public Management Research Conference (PMRC), Utrecht, Netherlands.

Schnell, S. (2023). *Managers not measures: isomorphism in performance management and the hidden benefits of informality*. International Research Society for Public Management (IRSPM) Annual Conference, Budapest, Hungary.

Schnell, S. (2023). *Beyond the WEIRD* world: linking bureaucracy and democracy in developing countries*. American Society of Public Administration (ASPA) Annual Conference, Section for International and Comparative Administration. Virtual.

Schnell, S., Munno, G., Kim, J. & Nabatachi, T. (2022). *Transparency and public values: Exploring the relationship between individual values and expectations of transparency*. 7th Global Conference on Transparency Research (GCTR), Copenhagen Business School, Denmark.

Schnell, S. (2022). *Forms without function? Global isomorphic power and local administrative development. The case of Romania*. Society for Romanian Studies Conference "Borders and Transfers", West University of Timișoara, Romania

Schnell, S. & Gerard C. (2022). *From Bureaucrats to Entrepreneurs to Networkers: Reappraising Human Resources Management Ideals and Practices in the Public Administration*. ASPA Annual Conference, Jacksonville, Florida.

- Schnell, S. (2021). *Transparency in a Post-fact World*. 2021 EGPA Conference, PSG VII: Quality and Integrity of Governance.
- Schnell S. (2019). *Transparency and Corruption: Revisiting the Evidence*. 6th Global Conference on Transparency Research (GCTR), Rio De Janeiro, Brazil.
- Schnell S. (2018). *Transparency and Corruption: Revisiting the Evidence*. ASPA Annual Conference, Denver, Colorado.
- Schnell, S. (2018). *Vision, voice, and measurement: Is there a global Open Government trend?* 14th Trans-Atlantic Dialogue (TAD 14) Bucharest, Romania.
- Schnell, S. (2018). *From information to predictability: transparency and democratic governance. The Case of Romania*. Society for Romanian Studies Conference, Bucharest, Romania.
- Schnell, S. (2017). *Vision, voice, and measurement: Is there a global Open Government trend?* Global Conference on Transparency Research (GCTR), University of Limerick, Ireland.
- Schnell S. (2017). *Transparency in a post-factual world*. Global Conference on Transparency Research (GCTR), University of Limerick, Ireland.
- Schnell, S. (2017). *Vision, voice, and measurement: Is there a global Open Government trend?* 21st Annual IRSPM Conference, Corvinus University of Budapest, Hungary.
- Schnell, S. & Jo, S. (2016). *Why Are Some Governments More Open than Others? Assessing drivers of eligibility for the Open Government Partnership (OGP)*. ASPA Annual Conference 2016, Seattle, Washington.
- Schnell, S. & Jo, S. (2016). *Why Are Some Governments More Open than Others? Assessing drivers of eligibility for the Open Government Partnership (OGP)*. Public Management Research Conference (PMRC), Aarhus, Denmark.
- Schnell, S. & Jo, S. (2016). *Why Are Some Governments More Open than Others? Assessing drivers of eligibility for the Open Government Partnership (OGP)*. 3rd International Conference on Democratic Governance in the Developing World, Washington DC.
- Schnell, S. (2015). *From Information to Predictability: Transparency on the Path to Democratic Governance. The case of Romania*. 4th Global Conference on Transparency Research, Lugano, Switzerland.
- Schnell, S. (2015). *From Information to Predictability: Transparency on the Path to Democratic Governance. The case of Romania*. 2015 ASPA Quality of Governance Pre-Conference Chicago, USA.
- Schnell, S. (2015). *Mimicry, Persuasion or Learning: Can External Actors Engender Real Domestic Change on Transparency and Anti-Corruption? The Cases of Freedom of Information and Public Asset Disclosure in Romania*. 2015 International Research Society for Public Management Conference, University of Birmingham, United Kingdom.
- Schnell, S. (2015). *Political incentives for transparency and anti-corruption policies in high-corruption democracies: The case of public asset disclosure in Romania*. Annual Conference of the American Society of Public Administration (ASPA), Chicago, USA.

Schnell, S. (2013). *International Policy Diffusion and Domestic Policy-Making: The Case of Two Transparency and Anticorruption Policies in Romania*. 2013 Annual Conference of the American Society of Public Administration (ASPA), New Orleans, USA.

Schnell, S. (2013). *International Policy Diffusion and Domestic Policy-Making: The Case of Two Transparency and Anticorruption Policies in Romania*. 2013 Annual Convention of the International Studies Association (ISA), San Francisco, USA.

Teskey, G., Schnell, S. & Poole, A. (2012). *Getting beyond Capacity – Addressing Authority and Legitimacy in Fragile States*. XVI Annual Conference of the International Research Society for Public Management (IRSPM), Rome, Italy.

Macaulay, M., Mântysalo, V. & Schnell, S. (2012). *Hiding in plain sight? An exploratory study into the limits of transparency*. XVI Annual Conference of the International Research Society for Public Management (IRSPM), Rome, Italy.

Schnell, S. (2011) *Translating Transparency: Assessing the National Reception of the Global Transparency Discourse in Romania*. EGPA (European Group on Public Administration) Annual Conference Bucharest, Romania.

TEACHING

Syracuse University, Maxwell Scholl of Citizenship and Public Affairs 2014-2024

Department of Public Administration and International Affairs

PAI 762 International Management and Leadership (MPA/MAIR core course)

PAI 705 Research Design for International Relations Practitioners (MAIR core course)

PAI 730 Public Administration, Good Governance, and Development

PAI 756 International Development Policy and Administration

PAI 900 Public Administration and Development (Ph.D. level, independent study)

PAI 670 Internship (Independent study)

PAI 752 MPA Workshop (Capstone – advising teams of students consulting for real-world clients)

Guest Lecturer - Young African Leadership Initiative, session on “Corruption”

Guest Lecturer - PAI 753 Leadership and Public Policy

Guest Lecturer - PAI 801 Intellectual History of Public Administration

The George Washington University 2007-2013

Trachtenberg School of Public Policy and Public Administration

International Development Policy and Administration

Good Governance and Development

Guest Lecturer - NGO Management and International Development

PROFESSIONAL EXPERIENCE

Senior Public Sector Consultant, The World Bank 2024-present

Governance Global Practice, Eastern Europe and Central Asia

Analyzing the Senior Civil Service management framework, including the learning and development policy and program. Developing recommendations for strengthening them, including through a dedicated Senior Executive Development Program.

Senior Public Sector Specialist, The World Bank 2018-2020

Governance Global Practice, Eastern Europe and Central Asia

Coordinated and conducted analytical work, including horizontal and vertical functional review of Romanian HRM system, analysis of the individual performance management system in the public administration, and analysis of the capacity of HR departments to implement proposed reforms. Developed and presented policy recommendations to high-level officials.

Public Sector Consultant, The World Bank 2010-2014

Poverty Reduction and Economic Management, Public Sector Group

Drafted Guidance on Operational-Level Public Financial Management (PFM) Reform Indicators, based on review of over 130 projects and 600 PFM indicators, WB operational guidance, and academic and practitioner literature on PFM.

Initiative on Indicators on the Strength of Public Management Systems (ISPMS): developed briefing materials, revised indicator tables, set up technical expert groups, presented initiative to stakeholders, drafted ToRs, coordinated consultants.

Conducted analytical work and developed operational guidance, including a Toolkit, on how donors can strengthen state authority and legitimacy in fragile states, based on review of academic and policy literature, World Bank Interim Strategy Notes (ISN) and Country Assistance Strategies (CAS), and interviews with task team leaders and country managers. Presented results to senior Bank staff members and think tank experts.

Eastern Europe and Central Asia, Sustainable Development Department

Team member Functional Review of the Ministry of Agriculture, Natural Resources and Environment of the Republic of Cyprus.

Team member Technical Assistance Project strengthening strategic planning and performance management in the Romanian Ministry of Agriculture and Rural Development (MADR).

Consultant, German Agency for Technical Cooperation (GTZ, now GIZ) 2007-2009

Social Protection, Social Development Department: Wrote and reviewed project proposals.

Poverty Reduction, Good Governance Department: Developed and presented Concept Note on Pro-Poor Governance.

Project Officer, GTZ Social Protection - Social Development Department 2004-2006

Co-managed the GTZ 's Poverty and Social Impact Analysis (PSIA) agenda, including project and trust fund management, strategy development, cooperation with the WB, as well as with other donors through the PSIA Donor Network and the OECD-DAC PovNet.

Contributed to methodological development of PSIA and Poverty Impact Assessment (PIA) and supported the uptake of PSIA within GTZ through: evaluation of GTZ experiences with PSIA and recommendations for further involvement; guidelines and how-to-notes; briefings, presentations and learning events.

Organized and co-moderated a National Consultation Workshop for a PSIA on water reforms in Mexico in the context of a WB Environmental Development Policy Loan.

Co-organized International Conference on Poverty and Social Impact Analysis (PSIA) and Agricultural Policy in PRSP countries, Rome, September 2004, hosted by IFAD, World Bank and GTZ, co-authored workshop report.

Led the GTZ's product development and knowledge management on "Monitoring for Development – MDG and poverty impact assessment and policy monitoring", including review and systematization of project experience, tools, and literature.

Reviewed Armenian Poverty Reduction Strategy Paper (PRSP) Assistance Project and developed recommendations, based on field visit and stakeholder interviews.

Leadership Trainee, German Agency for Technical Cooperation (GTZ/GIZ) 2002-2004

GTZ Honduras – Poverty Reduction Strategy (PRSP) Advisory Project to the Ministry of the Presidency

Contributed to advising the Ministry on PRSP monitoring. Coordinated and co-authored report on gender and poverty; supervised first draft of gender strategy for the PRSP.

Advised GTZ's Nicaragua office on a PSIA on fiscal decentralization and on increasing the poverty reduction impact of GTZ's Program on Local Development and Fiscal Transparency. Led workshop on poverty reduction at the GTZ's Latin American Governance Network Conference.

World Bank – Social Development Department, Civic Engagement and Participation Group

Authored review of participation in the monitoring and evaluation of PRSPs, methodology note on the PSIA of the Agricultural Marketing and Development Corporation (ADMARC) Malawi, various internal briefing notes and background papers.

GTZ Headquarters - Poverty Reduction, Good Governance Department

Contributed to organizing the international conference "Beyond the Review. Sustainable Development and PRSP - Challenges for Developing Countries and Development Co-operation", Berlin, May 2003

HONORS AND AWARDS

2011 “Stephen Joel Trachtenberg Cooperative Education Student of the Year” Excellence in Student Life Award

George Washington University: “Selective Excellence Graduate Teaching Assistantship”, covering tuition and living costs for 2010/11

GWU-TSPPPA Summer Teaching Fellowship 2010

George Washington University: “Selective Excellence Graduate Research Assistantship”, covering full tuition and living costs for 4 years of study (2006-2010)

DAAD–scholarship (German Academic Exchange Program), covering university related expenses and living costs for 2 years (1999-2001).

Scholarship for the Summer School at the Economic University of Vienna (1998), covering tuition and living costs for the duration of the stay.

Prizes in various college-level debate competitions: national vice-champion (individual speaker), twice regional champion (team), and third place at an Eastern-European debate tournament (individual speaker) (1997-1999).

SERVICE TO THE ACADEMIC PROFESSION

Departmental Service - Maxwell School of Citizenship and Public Affairs

Master of Arts in International Relations Committees; Master of Public Administration Committees; Public Management Search Committees; Minnowbrook 50th Anniversary Faculty Committee and Advisory Board; Faculty Advisory Committee for 3rd International Conference on Democratic Governance in the Developing World.

Service to the Profession

Associate Editor - Public Administration Review (since 2023)

Manuscript Reviewer - Governance, Public Administration Review, Public Management Review, Perspectives on Public Management and Governance, Administration & Society, Public Administration and Development, International Review of Administrative Sciences, Information Polity, Policy & Politics, Proceedings of the National Academy of Sciences, Central European Public Administration Review, Local Government Studies, East European Politics and Society.

Professional Memberships

American Society for Public Administration (ASPA), International Research Society for Public Management (IRSPM), Public Management Research Association (PMRA), Society for Romanian Studies (SRS).

LANGUAGES

English, German (native), Romanian (native), Spanish (fair), French (basic)