John D. Marvel

School of Public Affairs
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Professional Appointments

Associate Professor, School of Public Affairs, American University, August 2023 – present

Associate Professor, Schar School of Policy & Government, George Mason University, August 2019 – May 2023

Assistant Professor, Schar School of Policy & Government, George Mason University, August 2013 – August 2019

Fellow, Civic Leadership Education and Research (CLEAR) Initiative, Sol Price School of Public Policy, University of Southern California, April 2024 – present

Fellow, Office of Evaluation Sciences (oes.gsa.gov), United States Government, October 2017 – September 2018
- Designing field experiments to evaluate federal programs and policies
- Formerly the White House Social & Behavioral Sciences Team

Visiting Assistant Professor, School of Public Affairs, American University, August 2012 – July 2013

Education

PhD, Public Administration, American University, 2012

MPP, Public Policy, American University, 2011

BA, Economics *(magna cum laude)*, Amherst College, 2003

Research and Teaching Interests

Public management, inequality in organizations, leader emergence, race and gender in organizations, organizational behavior, human resource management, work motivation, citizen evaluations of government performance

PUBLICATIONS

Peer-Reviewed Journal Articles

- **John D. Marvel**. (2025) The paradox of meritocracy: System justification and inequality in federal agencies. *The American Review of Public Administration*, *55*(5), 415–437.

- **John D. Marvel**. (2025). The interaction of inequality and diversity in front-line work teams. *International Public Management Journal*, *28*(5), 650–679.

- William G. Resh, Temirlan T. Moldogaziev, **John D. Marvel**, and Jochelle Grieves Siew. (2025). Assessing political brand equity in policy: Trump and the CDC's 'Slow the Spread' campaign card. *Politics & Policy*, *53*(4).

- **John D. Marvel**. (2023). Sex, race, and the allocation of credit in dispersed work teams: Whose contributions to team success get noticed and whose get neglected. *Journal of Public Administration Research and Theory*, *33*(4), 578–592.

- Fengxiu Zhang and **John D. Marvel**. (2022). COVID-19 morbidity, vaccine side effects, and vaccine hesitancy among African Americans. *Natural Hazards Review*, *23*(4), 04022027.

- **John D. Marvel**. (2022). Incentive distributions in heterogeneous work groups. *International Public Management Journal*, *25*(3), 454–476.

- William G. Resh, Cynthia Barboza-Wilkes, and **John D. Marvel**. (2022). Procedural environment of public engagement: An induced recall experiment of local government employees. *Public Management Review*, *24*(10), 1545–1568.

- **John D. Marvel**. (2021). Equality of opportunity? Sex, race, and occupational advantages in promotion to top-level management. *Journal of Public Administration Research and Theory*, *31*(2), 363–380.

- **John D. Marvel**. (2020). Evolution and egalitarianism: A behavioral account of managers' performance pay decisions. *Journal of Behavioral Public Administration*, *3*(2), 1–13.

- William G. Resh, **John D. Marvel**, and Bo Wen. (2019). Implicit and explicit motivation crowding in prosocial work. *Public Performance & Management Review*, *42*(4), 889–919.

- **John D. Marvel** and William G. Resh. (2019). An unconscious drive to help others? Using the Implicit Association Test to measure prosocial motivation. *International Public Management Journal*, *22*(1), 29–70.

- William G. Resh, **John D. Marvel**, and Bo Wen. (2018). The persistence of prosocial work effort as a function of mission match. *Public Administration Review*, *78*(1), 116–125.

- **John D. Marvel**. (2018). Change agents or cogs in the machine? Female managers and unofficial gender equality in federal agencies. *Public Performance & Management Review*, *41*(2), 328–364.

- **John D. Marvel**. (2017). Not seeing eye to eye on front-line work: Manager-employee disagreement and its effects on employees. *Public Administration Review*, *77*(6), 904–918.

- **John D. Marvel** and Robert J. McGrath. (2016). Congress as manager: Oversight hearings and agency morale. *Journal of Public Policy*, *36*(3), 489–520.

- **John D. Marvel**. (2016). Unconscious bias in citizens' evaluations of public sector performance. *Journal of Public Administration Research and Theory*, *26*(1), 143–158.

    - Winner of the American Society for Public Administration's Joseph Wholey Distinguished Scholarship Award for outstanding scholarship on performance in public and nonprofit organizations

- **John D. Marvel** and Amanda M. Girth. (2016). Citizen attributions of blame in third-party governance. *Public Administration Review*, *76*(1), 96–108.

- **John D. Marvel**. (2015). Public opinion and public sector performance: Are citizens' beliefs about performance evidence-based or the product of anti-public sector bias? *International Public Management Journal*, *18*(2), 209–227.

- Martin Baekgard, Caroline Baethge, Jens Blom-Hansen, Claire A. Dunlop, Marc Esteve, Morten Jakobsen, Brian Kisida, **John D. Marvel**, Alice Moseley, Søren Serritzlew, Patrick Stewart, Mette Kjaergaard Thomsen, and Patrick J. Wolf. (2015). Conducting experiments in public management research: A practical guide. *International Public Management Journal*, *18*(2), 323–342.

- **John D. Marvel**. (2015). Gender congruence and work effort in manager-employee relationships. *Public Administration Review*, *75*(3), 455–468.

- **John D. Marvel** and William G. Resh. (2015). Race, client demographics, and bureaucratic discretion. *The American Review of Public Administration*, *45*(3), 281–310.

- **John D. Marvel**. (2014). The Boston Marathon bombings: Who's to blame and why it matters for public administration. *Public Administration Review, 74*(6), 713–725.

- **John D. Marvel** and David W. Pitts. (2014). What we talk about when we talk about management effects: A substantively motivated approach to panel data estimation. *International Journal of Public Administration*, *37*(3), 183–192.

- William G. Resh and **John D. Marvel**. (2012). Loopholes to load-shed: Organizational cheating, representative bureaucracy, and contract management. *International Public Management Journal*, *15*(4), 525–547.

- David W. Pitts, **John D. Marvel**, and Sergio Fernandez. (2011). So hard to say goodbye? Turnover intention among U.S. federal employees. *Public Administration Review*, *71*(5), 751–760.

Book Chapters

- Robert F. Durant and **John D. Marvel**. (2011). Politics, bureaucratic dynamics, and public policy. In Donald C. Menzel and Harvey L. White (Eds.), *The state of public administration: Issues, challenges, and opportunities* (pp. 335-350). Armonk, NY: M.E. Sharpe.

- **John D. Marvel**. (2010). Congressional oversight. In Beryl Radin and Joshua Chanin (Eds.) *What do we expect from our government?* (pp. 171-176). Lanham, MD: Lexington Books.

Other

- Jared Abbott, Fred DeVeaux, Leanne Fan, Carissa Guadron, Dustin Guastella, Galen Herz, Matthew Karp, **John Marvel**, Katherine Rader, Faraz Riz, and Isaac Rabani. (2023). Trump's kryptonite: How progressives can win back the working class. Center for Working-Class Politics.

  Media coverage:
  - *New York Times*, https://www.nytimes.com/2023/06/13/briefing/democrats-elections-poll.html?smid=nytcore-ios-share&referringSource=articleShare

- Jared Abbott, Leanne Fan, Dustin Guastella, Galen Herz, Matthew Karp, Jason Leach, **John Marvel**, Katherine Rader, Faraz Riz. (2021). Commonsense solidarity: How a working-class coalition can be built, and maintained. Center for Working-Class Politics.

  Media coverage:
  - *New York Times*, https://www.nytimes.com/2021/11/09/briefing/swing-voters-us-elections.html
  - *Washington Post*, https://www.washingtonpost.com/politics/2021/11/16/trailer-democrats-say-build-back-better-can-save-them-does-their-data-back-that-up/
  - *Wall Street Journal*, https://www.wsj.com/articles/democrats-face-the-woke-elections-socialists-critical-race-theory-schools-aoc-virginia-11636669165

- Fengxiu Zhang and **John D. Marvel**. (2021) Overcoming COVID-19 vaccine hesitancy in Black communities: Less fear, more hope. *Natural Hazards Center Quick Response Grant Report Series, 331*. Boulder, CO: Natural Hazards Center, University of Colorado Boulder. Available at: `https://hazards.colorado.edu/quick-response-report/overcoming-covid-19-vaccine-hesitancy-in-black-communities`

- William G. Resh, Tima Moldogaziev, and **John D. Marvel**. How Trump's brand equity mattered when credit-claiming: A new experiment gives answers. `https://medium.com/3streams/how-trumps-brand-equity-mattered-when-credit-claiming-b13027401089`

- **John D. Marvel**. (2014). In the wake of public crises, political "blame games" can lead to bad public policies. London School of Economics American Politics and Policy blog (USApp). `http://bit.ly/1z0BcLc` (invited)

- **John D. Marvel**, Deanna M. Lyter, Pia Peltola, Greg A. Strizek, and Beth A. Morton. (2007). *Teacher attrition and mobility: Results from the 2004-05 Teacher Follow-Up Survey* (NCES 2007-307). Washington, DC: U.S. Government Printing Office.

Research in Progress

Manuscripts Under Review

John D. Marvel, Sheeling Neo, Rachel Cho, and Sangwon Ju. Conversational counter-arguments to anti-public sector bias.

Working Papers

John D. Marvel. DOGE, public values, and the United States civil service as an egalitarian bulwark in an age of inequality.

John D. Marvel. Does meaningful work keep people alive?

John D. Marvel. Federal employment and localized externalities.

John D. Marvel. Mapping the attitudes of public sector employees.

John D. Marvel. People are saying: What conversations between Americans and large language models can teach us about how people view the federal government.

John D. Marvel. I, Bureaucrat: Large language models and political control of the American administrative state.

John D. Marvel. Imagining a different government.

John D. Marvel. Personnel replacement rates and their relationship with organizational performance.

Sangwon Ju and **John D. Marvel**. When motivated reasoning meets large language models: A textual analysis.

Media

The Christian Science Monitor, Caitlin Babcock, February 7, 2025, "Federal return-to-work deadlines are here. Who is coming back to the office?"

The 51st, Eden Harris, January 23, 2025, "Local federal workers react to Trump's new work policies: 'People were sobbing in the halls'"

Conference and Workshop Papers and Participation

Academy of Management: 2016

American Political Science Association: 2010, 2011, 2012, 2014, 2015, 2019

American Society for Public Administration: 2014, 2019 (as panel chair)

Association for Public Policy Analysis and Management: 2009, 2011, 2014, 2015, 2024

Better Government Lab, Georgetown University, December 2025 (by invitation)

Colloquium on Behavioral Public Administration: Royal Netherlands Academy of Arts and Sciences, 2016 (by invitation)

Elevating Public Service Motivation Conference: Brigham Young University, 2019

International Perspectives on Public Policy and Administration Conference, Seoul National University and George Mason University, 2020

International Research Society for Public Management, 2023 (Budapest, Hungary), 2024 (Tampere, Finland)

Leiden University, Netherlands, Fall 2023 (invited talk)

Midwest Political Science Association: 2010, 2011, 2013, 2014, 2015, 2016, 2018, 2019, 2022

National Association of Schools of Public Affairs and Administration: 2009, 2012, 2013

Public Administration Review (PAR) Symposium on Behavioral Approaches to Bureaucratic Red Tape and Administrative Burden: George Washington University, May 2018 (by invitation)

Public Management Research Association: 2011, 2013, 2016, 2017 (as panel chair), 2019, 2021, 2022, 2023, 2024

Roundtable on the President's Management Agenda, Georgetown University, fall 2022 (by invitation)

Southern Political Science Association: 2014, 2018, 2023

United States Office of Personnel Management Research Summit: Connecting Research and Policy, 2016, 2017

United States Military Academy Conference on Cadet Attitudes, 2021 (by invitation)

Washington, DC Area Public Management Consortium, 2022 (American University), 2024 (George Washington University), 2025 (Georgetown University)

Washington Employment Research Consortium (WERC), 2025, Georgetown University (invited talk)

Workshop on Experiments in Public Management: Aarhus University, 2013 (by invitation)

Workshop on Developing an Academic-Federal Human Capital Research Protocol, 2018, Office of Management and Budget (by invitation)

World Bank Speaker Series, Public Employment and Management, 2020 (by invitation)

GRANTS

Jared Abbot (PI) and **John Marvel** (CO-PI), Winning working class votes, follow-up, Jacobin Foundation, $18,000, June 2022

Jared Abbot (PI) and **John Marvel** (CO-PI), Winning working class votes, Jacobin Foundation, $18,000, December 2020

Fengxiu Zhang (PI) and **John Marvel** (CO-PI), Surviving COVID-19: Risk factors and risk perception in Black communities, Quick Response Research Award supported by the Natural Hazards Center at the University of Colorado-Boulder with the support of the National Science Foundation, $2,000, December 2020

HONORS AND AWARDS

Winner of the Robert Cleary Award for Excellence in Public Affairs Research, 2024

Winner of the American Society for Public Administration's Joseph Wholey Distinguished Scholarship Award for outstanding scholarship on performance in public and nonprofit organizations, 2017

MPA Faculty of the Year Award, George Mason University (by MPA student vote), 2014 – 2015

National Association of Schools of Public Affairs and Administration (NASPAA) Emerging Scholars Award, August 2012

Neil and Ann Kerwin Competitive Dissertation Fellowship ($5,000), August 2011 – May 2012

Charles H. Levine Ph.D. Student Research Award, March 2011

Gill Family Foundation Competitive Dissertation Scholarship ($10,000), December 2011

Passed with distinction, Public Administration Comprehensive Exam, September 2010

TEACHING EXPERIENCE

American University

GOVT 310: Introduction to Political Research (undergraduate)

PUAD 601: Quantitative Methods for Policy Analysis I (MPP/MPA)

PUAD 602: Quantitative Methods for Policy Analysis II (MPP/MPA)

PUAD 665: Managing Human Capital Assets (MPP/MPA)

PUAD 684: Organizational Analysis (MPP/MPA)

PUAD 718: Seminar in Public Management (PhD)

George Mason University

PUAD 502: Administration in Public and Non-Profit Organizations (MPA)

PUAD 520: Organization Theory and Management Behavior (MPA)

PUAD 729: Seminar in Theories of Public Administration (PhD/MPA)

PUAD 729/PUBP 710: Advanced Research Methods for Policy and Management (PhD/MPA/MPP)
- Coverage of experimental and nonexperimental approaches to causal inference and public program evaluation, including field experiments, survey experiments, lab experiments, natural experiments, propensity score matching, regression discontinuity, instrumental variables, and difference-in-differences

PUBP 805: Foundations of Social Science for Public Policy (PhD)

GOVT 300: Research Methods & Analysis (undergraduate)

GOVT 351: Administration in the Political System (undergraduate)

GOVT 355: Public Personnel Administration (undergraduate)

GOVT 490: The Politics of Policy Implementation (undergraduate)

PROFESSIONAL EXPERIENCE

Research Associate, American Institutes for Research (Washington, DC), August 2004 – August 2007

Education Policy Fellow, Institute for Education Leadership (Washington, DC), October 2004 – August 2005

Mathematics Teacher, Grades 9-12, West Nottingham Academy (Colora, MD), August 2003 – August 2004

SERVICE

Field

Member, American Political Science Association, Public Administration Section Executive Council, 2014 – 2017

Selection committee, Riccucci-O'Leary award for best article on diversity in either the *Journal of Public Administration Research and Theory* or *Perspectives on Public Management and Governance*, 2022

American University

2025 –   : Committee on Bachelor's degree in Public Policy
2025 –   : Washington, DC Public Management Consortium Organizing Committee
2025 –   : Committee on Graduate Curriculum
2023 –   : PhD Qualifying Committee
2024 – 2025: Public Administration Faculty Search Committee (chair)
2023 – 2024: Public Administration Faculty Search Committee
2023 – 2024: Dean's Strategy Committee
2023 – 2024: MPA Admissions Committee
2024   : Student Poster Committee
2024   : Admitted Students Engagement Panel
2024   : Kerwin Fellowship Election Committee

George Mason University

2013 – 2014: Graduate Admissions Committee
2013 – 2014: American Politics Qualifying Exam Committee
2014 – 2015: Public Administration Curriculum Committee

2015 – 2016: American Politics Qualifying Exam Committee

2016 – 2017: Graduate Admissions Committee

2016 – 2017: Public Policy Qualifying Exam Committee

2017 – 2018: Public Administration Qualifying Exam Committee (chair)

2017 – 2018: Graduate Admissions Committee

2017 – 2018: Political Methodology Faculty Search Committee

2018 – 2019: MPA Director Faculty Search Committee

2018 – 2019: Public Administration Qualifying Exam Committee

2018 – 2019: Public Administration Qualifying Exam Reading List Committee

2017 – 2019: Curriculum Committee

2019 – 2020: Public Administration Faculty Search Committee (chair)

2020 – 2021: Public Policy PhD Admissions Committee

2020 – 2021: Public Policy Qualifying Exam Committee

2021 – 2022: Public Policy PhD Admissions Committee

2022 – 2023: Renewal Liaison Committee, Fengxiu Zhang (chair)

2022 – 2023: Public Administration Faculty Search Committee (chair)

2021 – 2023: Renewal, Promotion, and Tenure Committee

Journal Reviewer

Administration & Society, American Journal of Political Science, American Review of Public Administration, Applied Economics, Congress and the Presidency, Governance, Government Information Quarterly, Housing and Society, International Journal of Innovation Studies, International Public Management Journal, International Review of Administrative Sciences, Journal of Behavioral Public Administration, Journal of European Public Policy, Journal of Institutional Economics, Journal of Public Administration Research and Theory, Journal of Public and Nonprofit Affairs, Journal of Public Policy, Journal of Social Psychology, Local Government Studies, Perspectives on Public Management and Governance, Policy Studies Journal, Political Behavior, Public Administration: An International Quarterly, Public Administration Review, Public Management Review, Public Performance & Management Review, Public Personnel Management, Review of Public Personnel Administration, Service Industries Journal, Social Science Journal, Studies in Higher Education, Voluntas: International Journal of Voluntary and Nonprofit Organizations

Grant Reviewer

European Research Council, 2021

Israel Science Foundation, 2022

Conference Proposal Reviewer

> Public Management Research Conference, 2020, 2021, 2022
>
> Association for Public Policy Analysis and Management, 2025

Book Reviewer

> Cambridge University Press, Westphalia Press

STUDENTS SUPERVISED

American University

> Sangwon Ju
>
> Rachel Cho

Dissertation Committees (George Mason University)

> Jim Szymalak (PhD 2015, University of Wisconsin-LaCrosse)
>
> Jeffrey Curry (PhD 2015, U.S. Department of Defense)
>
> Yulia Krylova (PhD 2017)
>
> Eric Litton (chair, PhD 2017)
>
> Scott Atherley (PhD 2019)
>
> Sara Hoffman
>
> Doug Penhallegon
>
> Chloe Yang

Student Field Committees (George Mason University)

> Eric Litton

REFERENCES

> Available upon request

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