

# DEBORAH A. CARROLL

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The University of Central Florida • College of Health and Public Affairs • School of Public Administration  
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## EDUCATION

Ph.D., University of Wisconsin-Milwaukee, Department of Political Science, May 2004  
Exam Fields: Public Administration & Public Policy, American Government & Politics  
M.P.A., University of Wisconsin-Milwaukee, Department of Political Science, December 2000  
Emphasis: Financial Management  
B.A., University of Wisconsin-Milwaukee, December 1997  
Majors: Political Science and Philosophy

## TAX CERTIFICATION

Graduate Certificate in State and Local Taxation, University of Wisconsin-Milwaukee, School of Business Administration, May 2003

## AREAS OF SPECIALIZATION

Public & Nonprofit Financial Management, State and Local Taxation, Urban Economic Development, Applied Quantitative Methods

## PROFESSIONAL EMPLOYMENT

Director, Center for Public and Nonprofit Management, University of Central Florida, 2017 - Present  
Associate Professor, University of Central Florida, 2017 - Present  
Associate Editor, *Public Administration Review*, 2015 - Present  
Associate Professor, University of Georgia, 2010 - 2016  
MPA Director and Graduate Coordinator, University of Georgia, 2014 - 2016  
Affiliated Faculty, Carl Vinson Institute of Government, University of Georgia, 2014 - 2016  
Assistant Professor, University of Georgia, 2006 - 2010  
Assistant Professor, University of Tennessee, 2004 - 2006  
Adjunct Faculty, University of Illinois-Chicago, 2003 - 2004  
Wilder Crane Research Assistant, University of Wisconsin-Milwaukee, 2003 - 2004  
Project Assistant, University of Wisconsin-Milwaukee, 2001 - 2003  
Editorial Assistant, *American Politics Research*, University of Wisconsin-Milwaukee, 2002 - 2003  
Teaching Assistant, University of Wisconsin-Milwaukee, Spring 2001  
Budget and Management Analyst, City of Milwaukee, 1999 - 2001

## COURSES TAUGHT (alphabetically)

Advanced Public Management (doctoral seminar)  
Case Study in Seoul, South Korea (graduate)  
Data Analysis/ Applications for Public Administration (graduate)  
Economic Development Policy and Financing (graduate)  
Economics for Public Administration (graduate)  
Government and Nonprofit Accounting (graduate)  
Introduction to Public Administration (undergraduate)  
Nonprofit Financial Administration (graduate)  
Policy Analysis (graduate)  
Public Budgeting (undergraduate/graduate)  
Public Financial Administration (graduate)  
Public Financial Management (graduate)  
State and Local Taxation (graduate)

## RESEARCH INTERESTS

- Financial management and fiscal policy issues of state and local governments, particularly related to taxation, revenue diversification, and urban economic development
- Interconnectedness of the public and nonprofit sectors and the implications for tax policy, tax burden, public service provision, and economic development

## PUBLICATIONS

### Refereed Journal Articles

1. "Property Tax Delinquency and Residential Property Sales" (with Christopher B. Goodman), *Urban Affairs Review*. Forthcoming (2017).
2. "Alternative Service Delivery: Does Nonprofit Financing Influence State Tax Burden?" (with Thad Calabrese), *The American Review of Public Administration*. Vol. 43, No. 2 (2013): 200-220.
3. "Nonprofit Exemptions and Homeowner Property Tax Burden" (with Thad Calabrese), *Public Finance and Management*. Vol. 12, No. 1 (2012).
4. "'Debrucing' the Link between Tax and Expenditure Limits and Special District Governments" (with Stephen B. Billings). *Growth and Change*. Vol. 43, No. 2 (2012): 273-303.
5. "The Effects of Assessment Quality on Revenue Volatility," (with Christopher B. Goodman, Ph.D. Student), *Public Budgeting & Finance*. Vol. 31, No. 1 (2011): 76-94.
6. "Examining Small Town Revenues: To What Extent Are They Diversified?" (with Terri Johnson), *Public Administration Review*. Vol. 70, No. 2 (2010): 223-235.
7. "Diversifying Municipal Government Revenue Structures: Fiscal Illusion or Instability?" *Public Budgeting & Finance*. Vol. 29, No. 1 (2009): 27-48.
8. "Revenue Diversification in Nonprofit Organizations: Does it Lead to Financial Stability?" (with Keely Jones Stater), *Journal of Public Administration Research and Theory*. Vol. 19, No. 4 (2009): 947-966.
9. "Is There a 'GAAP Gap'? A Politico-Economic Model of Municipal Accounting Policy" (with Justin Marlowe), *Journal of Public Budgeting, Accounting and Financial Management*. Vol. 21, No. 4 (2009): 501-523.
10. "Nonprofit Activity and County Financial Condition" (with Keely Jones Stater and Brian Gamsey, MPA Student), *Municipal Finance Journal*. Vol. 29, No. 3 (2008): 1-26.
11. "Tax Increment Financing and Property Value: An Examination of Business Property Using Panel Data," *Urban Affairs Review*. Vol. 43, No. 4 (2008): 520-552.
12. "Road to Ruin? A Spatial Analysis of State Highway Spending" (with Donald Bruce, John A. Deskins and Jonathan C. Rork), *Public Budgeting & Finance*. Vol. 27, No. 4 (2007): 66-85.
13. "Taking Stock of Gaps To Be Closed: Survey Findings from the States" (with Kristin A. Wagers, MPA Student). *Public Works Management & Policy*. Vol. 11, No. 4 (2007): 292-304.

### Refereed Journal Articles Contd.

14. "Guns vs. Taxes? A Look At How Defense Spending Affects U.S. Federal Tax Policy." *Public Budgeting & Finance*. Vol. 26, No. 4 (2006): 59-78.
15. "Brownfields, Crime, and Tax Increment Financing" (with Robert J. Eger, III). *The American Review of Public Administration*. Vol. 36, No. 4 (2006): 455-477.
16. "Are State Governments Prepared For Fiscal Crises? A Look At Revenue Diversification During the 1990s," *Public Finance Review*. Vol. 33, No. 5 (2005): 603-633.
17. "Politics, Economics, or the Public? Examining the Determinants of State Government Performance," (with Justin Marlowe), *Korean Journal of Public Policy*. Vol. 19 (December 2005): 1-21.
18. "Highway Preventive Maintenance Implementation: Comparing Challenges, Processes, and Solutions in Three States" (with Rita Cheng, Robert J. Eger III, Lara Gruszczynski, Justin Marlowe, and Hani Titi), *Transportation Research Record: Journal of the Transportation Research Board*. Vol. 1877 (2005): 10-16.
19. "On the Importance of Relationship-Building in Government Outsourcing: Evidence and Insights From the Transportation Industry," (with Robert J. Eger III and Justin Marlowe), *Journal of Public Policy*. Vol. 13, No. 6 (2003): 127-147.
20. "Agricultural Off-Road Fuel-Tax: A Midwestern Comparative Analysis and Assessment" (with Robert J. Eger III, Justin Marlowe and Amy Verbos), *Transportation Research Record: Journal of the Transportation Research Board*. Issue 1839 (2003): 74-80.
21. "Managing Intergovernmental Revenues: The Imperative of Diversification" (with Robert J. Eger III and Justin Marlowe), *International Journal of Public Administration*. Vol. 26, No. 13 (2003): 1495-1519.
22. "Silent Threats: Reconsidering The Importance Of Non-Enforcement Auditing Activity" (with Robert J. Eger III and Justin Marlowe), *International Journal of Public Administration*. Vol. 26, No. 4 (2003): 363-372.

### Book Chapters & Encyclopedia Entries

23. "Nonprofit Financial Leadership," *Global Encyclopedia of Public Administration and Public Policy*, Ali Farazmand editor (Forthcoming 2017).
24. "Understanding and Measuring Elasticity, Volatility, and Implications for Local Government Fiscal Health" (with Christopher B. Goodman, Ph.D. Student), *Handbook of Local Government Fiscal Health*, Helisse Levine, Jonathan B. Justice, and Eric A. Scorsone editors (2012). Sudbury, MA: Jones & Bartlett (Peer-Reviewed).
25. "Tax Increment Financing," entry for *Encyclopedia of Public Administration and Public Policy: Capital Improvement Programming and Capital Budgeting*, John D. Wong contributing editor (2009), <http://www.informaworld.com/smpp/E-EPAP2> (Peer-Reviewed).
26. "The Case of Lynchburg-Moore Consolidation" (with Kristin A. Wagers and Mary Ellen Wiggins, MPA Students) in *Case Studies in City-County Consolidation: Promises Made, Promises Kept*, Suzanne Leland and Kurt Thurmaier editors. Washington, DC: Georgetown University Press, 2010 (Peer-Reviewed).

### **Book Chapters & Encyclopedia Entries Contd.**

27. "The Property Tax: Past, Present, and Future" (with Benjamin J. Sharbel, MPA Student) in *Handbook of Public Financial Management*, Howard A. Frank editor. Boca Raton, FL: Taylor & Francis Group, 2006.
28. "Kelo v. City of New London (2005)," in *Encyclopedia of American Civil Rights and Liberties*, Otis H. Stephens, Jr. and John M. Scheb III (editors). Westport, Connecticut: Greenwood Press, 2006.

### **Non-Refereed Articles and Invited Publications**

29. "Topics in State and Local Finance," Symposium Introduction for *Municipal Finance Journal*. Vol. 28, No. 3 (2007).
30. "The New Organizational Economics of Public Budgeting and Finance" (with Justin Marlowe), Symposium Introduction for *Journal of Public Budgeting, Accounting and Financial Management*. Vol. 18, No. 2 (2006).
31. "The Hand That Rocks The Cradle: How State Economic Development Incentives Affect Local Infrastructure Provision" (with Donald Bruce and John A. Deskins), *National Tax Association Proceedings of the Ninety-Eighth Annual Conference* (2005).
32. "Declining Cities During Times of Fiscal Constraint: Is Tax Increment Financing Effective For Residential Redevelopment?" (with Jeffrey Sachse), *National Tax Association Proceedings of the Ninety-Seventh Annual Conference* (2004).
33. "Is Tax Increment Financing Effective For Residential Redevelopment?" (with Jeffrey Sachse), *State Tax Notes*. Vol. 34, No. 12 (2004): 823-828.
34. "What's Wrong and What Should Be Done?" *Public Performance and Management Review*. Vol. 27, No. 4 (2004): 176-178.
35. "Current Corporate Income Tax Developments: The West Region" (with Philip Blechacz, Alan Gutterson, Stuart Patterson, Matthew Rech, Joanna Waxler and Na Zheng). *Journal of State Taxation*. Vol. 23, No. 2 (2004): 31-65.
36. "Assessing the Impact of Tax-Exempt Properties in TIF." *Journal of State Taxation*. Vol. 22, No. 2 (2003): 62-75.
37. "Assessing the Role of Sales Taxation in State Government." *Journal of State Taxation*. Vol. 22, No. 1 (2003): 16-24.

### **Book Reviews**

38. "Data Analysis for MPA Students." Review of Kvanli, Alan H., Robert J. Pavur, and Kellie B. Keeling (2006). *Concise Managerial Statistics*. Mason, OH: South-Western Thomson Learning. *Journal of Public Administration, Research and Theory*. Vol. 24, No. 1 (2014): 243-246.
39. Bowman, W. (2011). *Finance Fundamentals for Nonprofits: Building Capacity and Sustainability*. Hoboken, NJ: John Wiley & Sons, Inc. (Published August 9, 2011). *Nonprofit and Voluntary Sector Quarterly*. Vol. 42, No. 1 (2013): 206-208.

### Book Reviews Contd.

40. Hendrick, Rebecca M. (2011). *Managing the Fiscal Metropolis: The Financial Policies, Practices, and Health of Suburban Municipalities*. Washington, D.C.: Georgetown University Press. *Public Budgeting & Finance*. Vol. 32, No. 2 (2012): 110-114.

### Refereed Conference Proceedings

41. "Highway Preventive Maintenance Implementation: Comparing Challenges, Processes, and Solutions in Three States" (with Rita Cheng, Robert J. Eger III, Lara Gruszczynski, Justin Marlowe, Ali Roohanirad and Hani Titi), *83<sup>rd</sup> Annual Transportation Research Board Conference Proceedings*, January 2004.
42. "Evaluation of Transportation Organization Outsourcing: Decision Making Criteria for Outsourcing Opportunities" (with Robert J. Eger III, Justin Marlowe and Libby Ogard), *82<sup>nd</sup> Annual Transportation Research Board Conference Proceedings*, January 2003.
43. "Agricultural Off-Road Fuel-Tax: A Midwestern Comparative Analysis and Assessment" (with Robert J. Eger III, Justin Marlowe and Amy Verbos), *82<sup>nd</sup> Annual Transportation Research Board Conference Proceedings*, January 2003.

### Published Technical Papers and Reports

44. "Capital Preventive Maintenance," (with Rita Cheng, Robert J. Eger III, Lara Gruszczynski, Justin Marlowe, Ali Roohanirad, and Hani Titi). Project #0092-03-01 funded by the Midwest Regional University Transportation Center, the Wisconsin Department of Transportation and the Federal Highway Administration. January 2004.
45. "Evaluation of Transportation Organization Outsourcing: Decision Making Criteria for Outsourcing Opportunities" (with Robert J. Eger III, Justin Marlowe and Libby Ogard). Project #DTRS 99-G-0005 funded by the Midwest Regional University Transportation Center, the Wisconsin Department of Transportation, and the U.S. Department of Transportation Research and Special Programs Administration. October 2002.
46. "Agricultural Off-Road Fuel-Tax: A Midwestern Comparative Analysis and Assessment" (with Robert J. Eger III, Justin Marlowe and Amy Verbos). Project #0092-02-08 funded by the Wisconsin Council on Research of the Wisconsin Department of Transportation and Federal Highway Administration. October 2002.

### **GRANTS, CONTRACTS & FINANCIAL AWARDS**

1. Recruitment Enhancement Grant, Graduate School, University of Georgia, Principle Investigator (2015-2016), Total funding \$900 (median value of awards granted \$955).
2. Recruitment Enhancement Grant, Graduate School, University of Georgia, Principle Investigator (2014-2015), Total funding \$1,500 (median value of awards granted \$1,000).
3. "A Proposed City of Briarcliff, Georgia: A Fiscal Feasibility Analysis." Carl Vinson Institute of Government, University of Georgia, Principle Investigator (2013-2014), Total funding \$30,000.
4. Summer Research Awards, University of Georgia Provost and School of Public & International Affairs Dean, Principal Investigator (Summer 2013), Total funding \$5,000.

## **GRANTS, CONTRACTS & FINANCIAL AWARDS CONTD.**

5. "Bicycle Safety Education for Athens," Georgia Governor's Office of Highway Safety, Financial Officer (2013-2014), Total funding \$55,000 and (2012-2013) Total funding \$63,600.
6. Provost Travel Funds, University of Georgia Senior Vice President for Academic Affairs and Provost, Recipient (Spring 2013), Total funding \$2,000.
7. Retained as Expert Witness for Parkland Venture, LLC v. City of Muskego, et al., Case No. 09-CV-972 (E.D. Wisconsin), August 2010, Total funding \$1,600.
8. Foreign Travel Assistance, University of Georgia Research Foundation (Spring 2009), Total funding \$741 and (Spring 2007), Total funding \$668.
9. "A Study of Fuel Price Adjustments and the Basis for the Adjustments," Georgia Department of Transportation, Consultant (2006), Total funding \$14,500.
10. "Bridges to Nowhere: Assessing the Economic Development Opportunities of Freeway Misconstruction," University of Tennessee Professional Development Award, Principal Investigator (2005-2006), Total funding \$4,000.

## **GRANTSMANSHIP & TECHNICAL TRAINING**

"Write Winning Grant Proposals," presented by Grant Writers' Seminars and Workshops, LLC, University of Georgia Office for Sponsored Programs, December 5, 2012

"Project Director and Grant Management Training," presented by Georgia Governor's Office of Highway Safety, November 7, 2012

"QuickBooks Made Easy for Nonprofits," presented by Gregg S. Bossen CPA, June 13, 2012

## **CONFERENCE PRESENTATIONS & OTHER ACTIVITIES (number of papers presented if multiple)**

*American Accounting Association, Government and Nonprofit Section, 2003*

*American Political Science Association, 2003*

*American Society for Public Administration, 2002, 2016*

Panel Discussant 2003

*American Society for Public Administration, Region IV, 2002*

*Association for Budgeting and Financial Management*

2001, 2002 (3), 2003 (2), 2004 (2), 2005, 2006, 2007 (2), 2008 (2), 2009, 2011, 2012, 2013 (2), 2014 (2), 2015

Conference Committee Member 2006, 2013, 2014, 2015

Poster Session Organizer 2009

*Association for Public Policy Analysis and Management, 2004, 2006*

Panel Discussant 2015

*Association for Research on Nonprofit Organization and Voluntary Action, 2011*

*International Atlantic Economic Society, 2007, 2009, 2011, 2013*

Panel Discussant 2009, 2011

*Midwest Political Science Association, 2002 (2), 2003 (3), 2004, 2005*

*Midwest Public Affairs Conference, 2016*

## CONFERENCE PRESENTATIONS & OTHER ACTIVITIES CONTD. (# of papers presented if multiple)

*National Tax Association*, 2004, 2005 (2), 2007, 2008, 2009

Program Committee Member 2006, 2007

Session Organizer 2005, 2006, 2007

Panel Discussant 2005, 2008 (2)

*Public Management Research Conference*

Panel Discussant 2013

*Southeastern Conference for Public Administration*

2001, 2002, 2003, 2004, 2005, 2006 (2), 2007 (2), 2008, 2009, 2011

Panel Discussant 2006, 2007

*Southern Political Science Association*

Panel Discussant 2010

*Transportation Research Board (Peer-Reviewed)*, 2003 (2), 2004

*Western Social Science Association*

2002 (2), 2003 (2), 2004, 2005, 2006, 2007, 2008, 2014, 2015

Conference Co-Coordinator 2005, 2006, 2007

## INVITED ACTIVITIES

1. Research Presentation, "Property Tax Exemptions and Local Government Efficiency: Using DEA to Examine Georgia County School Districts" (with Mikhail Ivonchyk, Ph.D. Student), Yonsei University, South Korea, May 27, 2016. Honorarium Received.
2. Research Presentation, "Property Tax Delinquency and Residential Property Sales" (with Christopher B. Goodman), University of Seoul, South Korea, May 26, 2016. Honorarium Received.
3. Research Presentation, "Property Tax Delinquency and Residential Property Sales" (with Christopher B. Goodman), Hankuk University of Foreign Studies, South Korea, May 25, 2016. Honorarium Received.
4. Research Presentation, "Property Tax Exemptions and Local Government Efficiency: Using DEA to Examine Georgia County School Districts" (with Mikhail Ivonchyk, Ph.D. Student), Seoul National University, South Korea, May 23, 2016. Honorarium Received.
5. Research Presentation, "A Research Agenda: Past, Present, and Future," University of Central Florida, March 31, 2016. Honorarium Received.
6. City of Griffin, Georgia Citizen Focus Group Leader, Carl Vinson Institute of Government, June 2, 2015.
7. Participant, "Federal, State, and Local Budgets in Jeopardy: A Conference on America's Fiscal Future," School of Public and Environmental Affairs, Indiana University, April 30-May 2, 2015. Honorarium Received.
8. Policy Competition Judge, *Georgia Students for Public Administration*, University of Georgia, February 2013, 2014, 2015.
9. Faculty Panel Participant, Roosevelt Scholars Student Public Policy Presentations, Roosevelt Institute, University of Georgia, November 17, 2014.

## INVITED ACTIVITIES CONTD.

10. Research Presentation, "Voting With Your Feet In Georgia: State & Local Taxes and Government Spending," Reynolds Plantation *Linger, Longer, Living* Series, Greensboro, Georgia, October 23, 2014. Honorarium Received.
11. Teaching Presentation, "Nonprofit Budgeting," Community Connection Youth Alliance, Athens, Georgia, June 3, 2014. (Summer program for high school juniors and seniors with intent to promote social awareness and lifetime commitment to service among the next generation of local leaders.)
12. Technical Training Presentation (with John G. Hulsey), "Government Revenue Structures and Tax Collection," Carl Vinson Institute of Government, University of Georgia, September 22, 2014.
13. Research Presentation, "A Tale of Two Free Riders: Examining the Influence on Spending of the Public & Nonprofit Sectors," Policy Analysis & Public Finance Seminar Series, School of Public & Environmental Affairs, Indiana University, March 4-5, 2013. Honorarium Received.
14. Research Presentation, "A Tale of Two Free Riders: Examining the Influence on Spending of the Public & Nonprofit Sectors," Maxwell School of Citizenship & Public Affairs, Syracuse University, February 25-26, 2013. Honorarium Received.
15. Research Presentation, "Disentangling the Political Rhetoric: What's the Difference Between the Romney and Obama Tax Plans?" University of Georgia Honors Program Lecture Series, November 1, 2012.
16. Research Presentation, "Nonprofit Exemptions and Homeowner Property Tax Burden," Nonprofit Studies Program Seminar Series, Andrew Young School of Policy Studies, Georgia State University, March 7, 2012. Honorarium Received.
17. Roundtable Participant, "Tax Increment Financing: New Evidence and Ideas for Reform," Lincoln Institute of Land Policy, Cambridge, Massachusetts, March 21, 2008. Honorarium Received.
18. Work Group Participant, "City Revenue Structures, Constraints and Challenges" Lincoln Institute of Land Policy, University of Illinois-Chicago, January 18-19, 2007. Honorarium Received.

## RECOGNITIONS AND HONORS

100 Hours Volunteer Service Award, Dept. of Public Administration & Policy, University of Georgia, 2015  
Emerging Scholar Award, *Urban Affairs Association*, 2004  
(Mike Curro) Best Student Paper Award, *Association for Budgeting and Financial Management*, 2002  
Chancellor's Fellowship, University of Wisconsin-Milwaukee, 2002-2003

## PROFESSIONAL SERVICE

### University of Central Florida

#### *School Service (alphabetically)*

Ph.D. Admissions Committee (2017 - Present)



## University of Georgia

### *Departmental Service (alphabetically)*

Faculty Executive Committee (2009-2010, 2011-2012, 2012-2013, 2013-2014, 2014-2015, 2015-2016)

Faculty Mentor for Dr. Robert Greer (2013 - 2016)

Faculty Research Colloquium Committee (2007-2008)

Faculty Retreat Planning Committee (2013)

Foundation Accounts Committee (2014 - 2016)

Getzen Lecture in Government Accountability Committee (2007-2008, 2008-2009, 2009-2010)

Major Professor & Mentor (alphabetically by last name)

Yoon Kyoung Cho

Christopher Goodman

Mikhail Ivonchyk

Jekyung Lee

Management/Personnel Faculty Recruitment Committee (Fall 2014)

MPA 50<sup>th</sup> Anniversary Celebration Planning Committee (2015 - 2016)

- Program Committee, Chair (2015 - 2016)

MPA Comprehensive Exam Committee (2007-2008, 2008-2009, 2009-2010, 2010-2011, 2011-2012, 2013-2014, 2014-2015, 2015-2016)

MPA Core Competency Assessment Committee, Chair (2014 - 2016)

MPA Director and Graduate Coordinator (2014 - 2016) (duties & accomplishments listed alphabetically)

- 100 Hours Volunteer Service Award - created (August 2014)
- Acting Department Head - served in such capacity when necessary
- Career Services and Recruitment Coordinator - supervised staff position
- Carl Vinson Institute of Government - attended monthly management team meetings
- Course Changes & New Offerings - initiated approval process for new courses & changes
- Course Enrollments - tracked during advising; approved out-of-department enrollments
- Course Schedule - coordinated with faculty and created each semester
- Department and MPA Program Representative - at on- and off-campus events when necessary
- Departmental Financial Awards - selected awardees based on available funding for MPA students
  - Scholarships awarded: 2015-2016 (1)
  - Assistantships awarded: 2015-2016 (5)
- Enrolled Student Services Coordinator - supervised staff position
- Graduate School Financial Awards - coordinated/selected and completed all nominations; reviewed and rated nominations from other departments
  - Assistantships awarded: 2014-2015 (6), 2015-2016 (2), 2016-2017 (2)
  - Tuition waivers awarded: 2014-2015 (8), 2015-2016 (5)
- Graduate School Liaison - served as point of contact for department on all matters; reviewed and signed all necessary paperwork for students in MPA and PhD programs
- Graduate Student Assistantships - coordinated/selected all nominations for other campus units
  - Assistantships awarded: 2015-2016 (8)
- Independent Studies and Out-of-Department Courses - approved for all students
- Institute for Nonprofit Organizations - collaborated with to develop joint curriculum offering (2014 - 2016)
- Instructor of Record - served as for all special course offerings requiring credit
- Internships and Career Services - networked and facilitated new opportunities for students
- Memorandums of Understanding - initiated/drafted for new collaborations (2015-2016 - two MOUs developed with partners in Seoul, South Korea)
- MPA Advisory Board - reinstated (May 2014); organized/lead regular meetings

***Departmental Service Contd. (alphabetically)***

- MPA Alumni Reception in Washington D.C. – created (October 2015)
- MPA Program Review – NASPAA (2014) & COPRA (2015)
- MPA Program SWOT Analysis – reviewed and developed annually
- MPA Integrated Memo Exercise – lead information session, selected case study and graders, graded exams with opposing grades every semester
- MPA Town Hall Meeting – reinstated (November 2014)
- Pi Alpha Alpha National Honor Society – inducted new student members
- Prospective Students – responded to email/phone inquiries; marketed MPA program
- Recruitment Events – lead as necessary throughout the year
- SPIA Advising Office Liaison – collaborated with for recruitment and program development

MPA Enrollment Task Force Member (2014 – 2016)

Enrollment trends: 2.7% increase Spring 2014 to 2015; 39% increase Fall 2014 to 2015

MPA Admissions & Program Committees (2008-2009, 2009-2010, 2010-2011, 2011-2012), Chair (2014-2015, 2015-2016)

MPA Socialization Seminar Organizer and Leader (Fall 2014, Spring 2015, Fall 2014, Spring 2015, Fall 2015, Spring 2016)

MPA Socialization Seminar Organizing Committee (2008-2009, 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014)

PB&F Faculty Recruitment Committee Chair (2013-2014) and Member (2012-2013)

PhD Comprehensive Exam Committees

Mikhail Ivonchik (2015), Chair

Jekyung Lee (2014), Chair

Yoon Kyoung Cho (2014-2015), Chair

Benjamin M. Brunjes (2014)

Jennie Welch (2013)

Ping Zhang (2012)

Daniel Fay (2011)

Christopher Goodman (2010), Chair

Nick Grinstead (2010, 2011), Chair

Jongmin Shon (2010)

Whitney Afonso (2009)

PhD Dissertation Committees

Mikhail Ivonchik (2015-Present), Chair

Yoon Kyoung Cho (2015 - Present), Chair

Jekyung Lee (2014 - Present), Chair

Benjamin M. Brunjes (2014 - 2016)

Jennie Welch (2013-2014)

Ping Zhang (2012-2014)

Jongmin Shon (2009 - 2013)

Christopher Goodman (2010-2012), Chair

Whitney Afonso (2009-2012)

Hui Li (2006-2008)

PhD Professional Development Seminar (2013-2014)

Creator (with Robert Greer) and Organizer of Weekly Brownbag Seminar Series

***Georgia Students for Public Administration (GSPA)***

Faculty Advisor (2014 – 2016)

- Served as liaison between GSPA and Department of Public Administration & Policy
- Assisted students with planning policy competition and annual banquet

### ***UGA International City/County Management Student Association (UGA ICMA)***

Worked (with Brian Williams) with faculty/staff of the Carl Vinson Institute of Government, the Georgia Municipal Association, and Assistant Manager of Athens-Clarke County to create the first ICMA student chapter in the state of Georgia, University of Georgia (Fall 2014)

### ***School of Public & International Affairs Service***

Curriculum Committee (2012-2013, 2013-2014)  
Endowments and Pre-Existing Funds Committee (2013-2014)  
Online Curriculum Committee (2014)  
Post-Tenure Review Committee (2011-2012 - 3 committees, 2014-2015)  
SPIA Council (2009-2010, 2010-2011, 2013-2014)  
Computer Committee (2007-2008)

### ***University of Georgia Service***

PSO Academic Outreach Administrator Group, Member (Fall 2014 - Present)  
Budget Office Program Review Committee (2007-2008, 2016-2017)

### ***UGA Carl Vinson Institute of Government***

Affiliated Faculty & Liaison to Department of Public Administration & Policy (2014-2016)  
Worked with faculty members to develop collaborative education proposals  
Worked with Director to fill openings for student employment positions

### **Professional Associations (alphabetically)**

#### ***American Society for Public Administration (ASPA), East Tennessee Region Chapter***

Secretary (2005-2006)  
Council Member (2004-2005)

#### ***Association for Budgeting and Financial Management***

Treasurer, 2013-Present  
Formal Relations Committee, Chair (2008)  
Executive Committee (2006-2008)  
Membership Committee (2006-2008)  
Mike Curro Best Student Paper Award Committee (2007)

#### ***NASPAA***

Trainee and Organizer (with staff assistance) of First Annual NASPAA National Policy Competition, University of Georgia site location (Fall 2014)

#### ***Southeastern Conference for Public Administration***

Board Member (2011-2013)  
Procedures Committee (2011-2013)

#### ***Urban Affairs Association***

Board Member Nominee (2012)  
Emerging Scholar Award Committee Member (2005)

## **PUBLIC SERVICE**

### ***Athens-Clarke Safe Cycling Association, Inc. (BikeAthens)***

Treasurer (2011-2014)  
Finance Committee Member (2011-2014)  
Executive Committee Member (2011-2014)  
Board Member (2011-2014)  
Membership and Outreach Committee Member (2012-2014)  
Transportation Policy Committee Member (2011-2012)

## **OTHER PROFESSIONAL ACTIVITIES**

***Editorial Board Member, Urban Affairs Review (2009-2011)***

### ***Manuscript Referee (alphabetically)***

*American Politics Research; Economics Research International; Growth & Change; International Journal of Public Administration; Journal of Policy Analysis and Management; Journal of Public Administration Research and Theory; Journal of Public Budgeting, Accounting and Financial Management; Journal of Urban Affairs; Municipal Finance Journal; National Tax Journal; Nonprofit Management & Leadership; Nonprofit Voluntary Sector Quarterly; Policy Studies Journal; Public Administration Review; Public Budgeting & Finance; Public Finance and Management; Public Finance Review; Public Performance and Management Review; State & Local Government Review; State Politics & Policy Quarterly; The American Review of Public Administration; Urban Affairs Review*

### ***Promotion & Tenure External Reviews***

Dr. Bruce McDonald (2016)  
Dr. Wenli Yan (2015)  
Dr. Qiushi Wang (2015)  
Dr. Sharon Wrobel (2012)  
Dr. Arwiphawee Srithongrung (2011)