

Dr. Jessica L. Berrett
University of Colorado Colorado Springs
Public Administration
(719) 255-4142
Email: jberrett@uccs.edu

Education

PhD, North Carolina State University, 2020.
Major: Public Administration
Supporting Areas of Emphasis: Nonprofit Management
Dissertation Title: Burying the Overhead Myth and Breaking the Nonprofit Starvation Cycle:
Identifying More Valid Measures and Determinants of Efficiency

MBA, Syracuse University, 2008.
Supporting Areas of Emphasis: Nonprofit Management & Social Entrepreneurship

BA, University of Colorado, 2003.
Major: Integrative Physiology

Academic, Government, Military and Professional Positions

Academic - Post-Secondary

Visiting Researcher, Gradel Institute of Charity, University of Oxford. (April 2026 - Present).

Associate Professor, University of Colorado Colorado Springs. (2025 - Present).

Interim MPA Program Director, University of Colorado Colorado Springs. (August 2025 - December 2025).

Assistant Professor, University of Colorado Colorado Springs. (2020 - 2025).

Instructor of Record, North Carolina State University. (2017 - 2020).

Research Assistant, North Carolina State University. (2016 - 2020).

Teaching Assistant, North Carolina State University. (2017).

Graduate Assistantship, Syracuse University. (2007 - 2008).

Professional

CEO & Principal Consultant, Three Stones Consulting, LLC. (2010 - 2023).

Program Associate, Positive Ventures. (2010 - 2011).

Development Director, Conservation Voters New Mexico. (2008 - 2010).

Manager of Individual Giving, Syracuse Symphony Orchestra. (2006 - 2007).

Development Associate, Syracuse University School of Architecture. (2004 - 2006).

Licensures and Certifications

Research Security Training, Collaborative Institutional Training Initiative. (June 2026 - Present).

Human Research/Social and Behavioral Research, Collaborative Institutional Training Initiative (CITI). (March 2025).

Conflicts of Interest, Collaborative Institutional Training Initiative (CITI). (2023).

Humanities Responsible Conduct of Research, Collaborative Institutional Training Initiative (CITI). (2023).

GRIT Coach Program & GRIT for Education Track, UCCS Lyda Hill Institute for Human Resilience. (2022).

Human Research, Collaborative Institutional Training Initiative (CITI). (2022).

Online Course Design, UCCS Teaching Online Program. (2020).

Teaching and Communication Certificate, North Carolina State University. (2018).

Professional Memberships

International Society for Third-Sector Research. (2017 - Present).

Association for Research on Nonprofit Organizations and Voluntary Action. (2015 - Present).

100 Women Who Care of Colorado Springs. (2024 - 2025).

Colorado Nonprofit Association. (2020 - 2025).

Association of Fundraising Professionals Southern Colorado Chapter. (2020 - 2023).

PA Theory Network. (2021 - 2022).

Academy of Management. (2019 - 2020).

Association for Public Policy Analysis & Management. (2017 - 2018).

Development Activities Attended

Webinar, "AI Foundations Training," UCCS. (August 2026).

Conference Attendance, "International Society for Third-Sector Research," ISTR, Lisbon, Portugal. (July 2026).

Continuing Education Program, "Faculty Leadership Development Academy," UCCS. (September 2025 - May 2026).

Webinar, "The Nature of Trust," Biomimicry for Social Innovation. (April 2026).

Webinar, "Knowing your worth (in a shifting landscape): How to approach negotiations in academia," NCFDD. (March 2026).

Webinar, "AI in Academic Libraries as a Tool: Transforming Discovery, Instruction, and Research Support." (February 2026).

Webinar, "Multi-Investigator & Team Grant Strategies," UCCS. (February 2026).

Webinar, "OOR Belayers Full Professor Dossiers with OFA Director Jennifer Poe," UCCS. (February 2026).

Conference Attendance, "Ivory Tower Inner Fire Summit." (January 2026).

Event, "Fireside Chat with Yolanda Renee King," Rev. Dr. Martin Luther King Jr. Legacy Preservation Society. (January 2026).

Webinar, "European Union Delegation Horizon Europe Webinar." (January 2026).

Conference Attendance, "ARNOVA Conference," Association for Research on Nonprofit Organizations and Voluntary Action, Indianapolis, Indiana. (November 19, 2025 - November 22, 2025).

Administrative Training, "CU: FERPA for CU-SIS Training." (August 2025).

Conference Attendance, "First Year Conference - Gateway Program Seminar," UCCS. (August 6, 2025).

Continuing Education Program, "Biomimicry for Social Innovation," BSI & Bioneers. (May 2025 - June 2025).

Conference Attendance, "Connecting Colorado," Colorado Nonprofit Association. (May 20, 2025).

Continuing Education Program, "Community of Practice: Reimagining Grading," UCCS. (2024 - May 15, 2025).

Conference Attendance, "ARNOVA Conference," Association for Research on Nonprofit Organizations and Voluntary Action. (November 2024).

Continuing Education Program, "Connecting Campus and Community: Harnessing the Power of Nonprofit Collaboration and Ethical Student Consulting," Daniel's Fund Ethics Initiative Ethics Roundtable. (October 2024).

Training, "CU Search Committee Training," UCCS. (October 2024).

Training, "Equity Advocate Training," UCCS. (October 2024).

Training, "Implicit Bias Training," UCCS. (October 2024).

Conference Attendance, "ISTR Conference," International Society for Third-Sector Research. (July 2024).

Conference Attendance, "Leadership & Happiness Symposium," Harvard Kennedy School Center for Public Leadership, Cambridge, MA. (June 2024).

Conference Attendance, "GRIT Resiliency in Action Conference," Lyda Hill Institute for Human Resilience. (March 2024).

Webinar, "Turning Community Work into Publications," UCCS. (February 2024).

Conference Attendance, "Symposium on Public Policy for Nonprofits," Independent Sector, ARNOVA, & Nonprofit Policy Forum. (2023).

Continuing Education Program, "Grant Writing Bootcamp," UCCS. (2023).

Continuing Education Program, "Teaching Circle: Ungrading," UCCS. (2023).

Webinar, "GIFT Exchange Session: ChatGPT & AI in the Academic Classroom," UCCS. (2023).

Workshop, "Antiracist Writing Assessment for Classrooms Across the Curriculum," UCCS. (2023).

Workshop, "Finding Foundation Funding," UCCS. (2023).

Workshop, "Ethical Considerations for the Nonprofit Sector," Daniels Fund Ethics Roundtables. (2022).

Workshop, "Every Semester Needs a Plan," National Center for Faculty Development and Diversity. (2022).

Workshop, "Getting Ready for Review Time: Tools to Help Faculty Simplify their Digital Measures Research Record," UCCS. (2022).

Workshop, "How to be an Antiracist Researcher," The National Consortium for Data Science. (2022).

Workshop, "Hypothesis 101: Learn More About Social Annotation," UCCS. (2022).

Workshop, "Mentoring," UCCS Student Group: Women in the Public Sphere. (2022).

Workshop, "The Healthy Researcher - How to Look After Yourself and Feel Good About Your Work," UCCS. (2022).

Retreat, "Living Systems Leadership Retreat," Biomimicry for Social Innovation. (September 2022).

Workshop, "Dismantling Racism in the Nonprofit Sector," Prospera Partners. (January 2022 - April 2022).

Continuing Education Program, "14-Day Writing Challenge," National Center for Faculty Development & Diversity. (2021).

Research Roundtable, "Research Roundtable," ARNOVA. (2021).

Webinar, "Critical Race Theory: What's the Fuss?," UCCS. (2021).

Webinar, "Getting Your Research Noticed: Media Coverage, Social Media, and Other Communication Strategies," UCCS Communications Department. (2021).

Webinar, "Introduction to R Bootcamp," ARNOVA's Data and Analytics Section. (2021).

Continuing Education Program, "Teaching Online Program - Online Course Design," University of Colorado, Colorado Springs. (2020).

Webinar, "Align Your Time with Your Priorities," National Center for Faculty Development and Diversity. (2020).

Webinar, "Every Semester Needs a Plan," National Center for Faculty Development and Diversity. (2020).

Webinar, "How to Develop a Daily Writing Practice," National Center for Faculty Development and Diversity. (2020).

Webinar, "Mastering Academic Time Management," National Center for Faculty Development and Diversity. (2020).

TEACHING

Teaching Experience

University of Colorado Colorado Springs

CJ 5361, Capstone Seminar, 3 courses.

CRJU 5361, Capstone Seminar, 2 courses.

PAD 5001, Intro Pub Admin/Pub Serv, 3 courses.

PAD 5110, Strategic Nonprofit Management, 1 course.

PAD 5140, Nonprofit Financial Management, 4 courses.

PAD 5150, Philanthropy and Fundraising, 4 courses.

PAD 5361, Capstone Seminar, 3 courses.

PAD 6950, Masters Thesis, 4 courses.

PADM 3950, Explore Nonprofit Work, 1 course.

PADM 5001, Intro Pub Admin/Pub Serv, 1 course.

PADM 5140, Nonprofit Financial Management, 2 courses.

PADM 5150, Philanthropy and Fundraising, 3 courses.

PADM 5361, Capstone Seminar, 2 courses.

Non-Credit Instruction

Continuing Education, Facilitated a session on ungrading to the UCCS Reimagining Grading Community of Practice. (March 2025).

Workshop, UCCS Office of Research. Presented on the topic of "Know Your Funder" to the UCCS Grant Writing Boot Camp. (January 2025).

Workshop, UCCS Center for Student Research. Presented on "Mastering Grant Proposals: Insights into Reviewer Expectations and Strategies for Success" for the Grant Writing Workshop Series for Advanced Undergrads and Graduate Students. (October 2024).

Workshop, Children's Literacy Center. Co-facilitated a staff retreat for the Children's Literacy Center, including teaching mindful leadership practices in nonprofits alongside the Lyda Hill Institute for Human Resilience. (April 2024).

Guest Lecture, North Carolina State University. Guest speaker to a group of Ph.D. students studying nonprofit and public management on preparing for the academic job market. (2023).

Management/Executive Development, ARNOVA's Early Scholars Section. Moderated a webinar on "What the Search Committee is Looking For". (2023).

Management/Executive Development, ARNOVA's Early Scholars Section. Moderated and participated on the panel for the ARNOVA Conference on "Landing an Academic Job: How to Take Productivity to the Next Level". (2023).

Management/Executive Development, UCCS College of Public Service & the Lyda Hill Institute for Human Resilience. Delivered the welcome and opening remarks for a resilience-building workshop for local nonprofit leaders. (2023).

Management/Executive Development, Nonprofit Cooperative of Teller County. Presented "Board recruitment and retention". (August 2022).

Management/Executive Development, Tech Impact. Presented to a national audience of approximately 75 nonprofit leaders on "Data Collection for Nonprofits." This was a three-part series on surveys, interviews and focus groups, and privacy and ethics. (March 2022).

Management/Executive Development, EndeavOR New Mexico. Presented "Nonprofit board responsibilities, best practices, and forward-looking strategies". (February 2022).

Guest Lecture, UCCS. Presented "Public and nonprofit financial management" for PAD 5001. (2021).

Guest Lecture, North Carolina State University. Presented "Careers in the Nonprofit Sector & How to Start a Nonprofit" and "An Overview of Fundraising" for PS 203, "How to Start a Nonprofit" for SW 557, "Professionalization of the Nonprofit Sector" for HI 230, and "Metrics, including surveys and user fees" for PA 514. (2017 - 2019).

Guest Lecture, University of Georgia. Presented "Consulting with Nonprofits" for MA Nonprofit Leadership. (2016).

Management/Executive Development, Santa Fe Community Foundation. Facilitated Fundraising and Executive Director's Learning Circles, and Mindful Fundraising and Mindful Leader Retreats. Moderated presentations on "Communications Strategies for Nonprofits," "Impact Measurement," "Nonprofit Compliance: From Financial Returns to Tax Returns," and "Advanced Nonprofit Employment Law." Presented "Finding Funders: An Introduction to the Foundation Directory," "Developing a Fundraising Plan," "How to Select a Fundraising Database," "Mindful Fundraising," and "Integrated Fundraising". (2012 - 2016).

Management/Executive Development, South Valley Economic Development Center. Presented "Integrated Fundraising". (2015).

Management/Executive Development, New Mexico MainStreet. Presented "Resource Strategies for Community Development Organizations" and "Integrated Fundraising". (2014 - 2015).

Management/Executive Development, Academy for the Love of Learning. Facilitated a full-day retreat on "Mindful Fundraising". (2014).

Management/Executive Development, Association for Women in Communications. Presented "Making the Ask for the Non-Salesperson". (2014).

Management/Executive Development, City of Santa Fe Velocity Project. Presented "Strategies for Fundraising Outside of Traditional Investing". (2013).

Management/Executive Development, Santa Fe Council on International Relations. Presented for a group of traveling NGO leaders from Africa on "NGO Marketing, Public Relations & Media". (2013).

Management/Executive Development, Center for Nonprofit Excellence. Presented "Prospect Research 101 for Nonprofits" and "Mindful Fundraising". (2010 - 2013).

Management/Executive Development, Clifton Gunderson. Presented "Prospect Research 101 for Nonprofits". (2011 - 2012).

Management/Executive Development, Los Alamos Small Business Development Center. Presented "Boosting Your Nonprofit's Bottom Line" and "Developing a Fundraising Plan". (2011 - 2012).

Management/Executive Development, National Association of Women Business Owners. Presented "In the Business of Doing Good – Integrating Philanthropic & Community Involvement Programs". (2011).

Management/Executive Development, New Mexico Business Weekly. Presented "Prospect Research 101 for Nonprofits". (2011).

Management/Executive Development, Santa Fe Business Incubator. Presented "Prospect Research 101 for Nonprofits". (2011).

Management/Executive Development, Santa Fe Small Business Development Center. Presented "Prospect Research 101 for Nonprofits," "Boosting Your Nonprofit's Bottom Line," and "Developing a Fundraising Plan". (2011).

Management/Executive Development, Waddell & Reed. Presented "Prospect Research 101 for Nonprofits". (2011).

Management/Executive Development, WESST. Presented "Prospect Research 101 for Nonprofits". (2011).

Management/Executive Development, Young Nonprofit Professionals Network. Facilitated a Fundraising Learning Circle. (2011).

Directed Student Learning

Supervised Research, "Research assistant for Individuals' Age, Education, and Overhead Aversion." (March 2026 - June 2026).
Advised: Lindsay Riggs

Capstone Committee Member, "Improving Survey Methods for Mount Carmel Veterans Service Center." (January 2026 - May 2026).
Advised: George Gonzalez

Capstone Committee Member, "Working Together: Corporate Relations at University of Colorado Colorado Springs." (January 2026 - May 2026).
Advised: Jonathan Royal

Supervised Research, "Research assistant for Individuals' Age, Education, and Overhead Aversion." (August 2025 - December 2025).
Advised: Ryan Benton

Supervised Teaching Activity, "Teaching assistant for PADM 5361: Capstone Seminar." (August 2025 - December 2025).
Advised: Julia Brochey

Capstone Committee Member, "The Intersection Between Science and Policy: Barriers to the Implementation of Scientific Research into Ecological Restoration Practice." (January 21, 2025 - May 15, 2025).
Advised: Dillon Andrews

Capstone Committee Member, "Evaluation of Programs in Human Services." (January 21, 2025 - May 15, 2025).

Advised: Mitchell Howard

Supervised Research. (August 26, 2024 - May 15, 2025).

Advised: Elisabeth McLane

Supervised Research, "Program evaluation for Pikes Peak Habitat for Humanity." (August 26, 2024 - May 15, 2025).

Advised: Ryan Benton

Capstone Committee Member, "Outcomes for Pikes Peak Habitat for Humanity Homeowners." (January 16, 2024 - May 11, 2024).

Advised: Ashley Peacock

Capstone Committee Member, "Early Success of The Family Success Center Sunny Side Market." (January 16, 2024 - May 11, 2024).

Advised: Brad Smith

Master's Thesis Committee Member, "An Introduction to Gateway Crimes Through Period Poverty." (August 2023 - December 2023).

Advised: Christina Jimenez

Supervised Research. (February 2023 - August 2023).

Advised: Michaela Steefel

Master's Thesis Committee Member, "Evaluating the Impact of Restorative Justice Practices on Dropout Numbers of North High School in Denver, Colorado." (August 2022 - June 2023).

Advised: Reeti Sharma

Capstone Committee Member, "Military Spouse Career Coalition: Military Spouse Employment/Underemployment Survey Instrument." (August 2022 - December 2022).

Advised: Amy Phillips

Capstone Committee Member, "A Case Study of Millennial and Generation Z Nonprofit Donation Motivation." (August 2022 - December 2022).

Advised: Cierra Childs

Supervised Research. (August 2022 - December 2022).

Advised: Ashley Twenter

Capstone Committee Member, "Forge Evolution's Impact on Resilience & Protective Factors: A qualitative analysis of the Colorado Springs Teen Court Program." (January 2022 - May 2022).

Advised: Adelita Aguirre

Capstone Committee Member, "Assessing the Relationship Between Alumni Relations Investment and Engagement in Higher Education." (January 2022 - May 2022).

Advised: Joanna Bean

Capstone Committee Member, "Test-Optional Admissions Model and Diversity: A look at the effect a test-optional model has on increased diversity among applicants to the University of Colorado Colorado Springs." (January 2021 - May 2022).

Advised: Molly Shipp

Master's Thesis Committee Chair, "Nonprofit Turnover and Intention: What Factors Contribute to Nonprofit Turnover Amongst Millennials?." (May 2021 - December 2021).
Advised: Alexandra Lahoud

Supervised Research. (August 2020 - December 2021).
Advised: Alexandra Lahoud

Master's Thesis Committee Chair, "Strategies of American Muslim and Interfaith Nonprofits on Combating Islamophobia." (December 2020 - August 2021).
Advised: Samantha Budd

Capstone Committee Member, "Creating a Program Evaluation Model for 'On Alert': Stopping the School-to-Prison Pipeline." (January 2021 - May 2021).
Advised: Andrew Drescher

Capstone Committee Member, "Implementation of New Peer Navigator Program." (January 2021 - May 2021).
Advised: Jessie Spiers

Capstone Committee Member, "A Formative Evaluation for a Long-term Program Serving Single Mothers." (December 2020 - May 2021).
Advised: Angela Roberts

RESEARCH

Published Intellectual Contributions

Refereed Journal Articles

Berrett, J. L., Stewart, A. J., Kuenzi, K. (2026). More Than the Sum of Its Parts? Bridging Research to Practice to Explain Local Nonprofit Sector Health. *Administration & Society*.

Hung, C., Berrett, J. L. (2026). Exploring the Dynamics: The Relationship Between Unrestricted Resources and Nonprofit Efficiency. *Nonprofit and Voluntary Sector Quarterly*, 55(2), 446-474.

Ba, Y., Berrett, J. L., Coupet, J. (2026). Legislative attention and nonprofit efficiency: a link across sectoral boundaries. *Policy Studies Journal*, 54(1), e70048.

Sudweeks, J., Clerkin, R., Berrett, J. L. (2025). Beyond the Expressive and Instrumental: (Re)claiming the Nonprofit Sector's Affiliative Dimension. *Journal of Public and Nonprofit Affairs*, 15(1).

Berrett, J. L., Quintana, K., McLane, E. (Graduate) (2025). Accept or Reject: Factors Influencing Nonprofit Responses to Cannabis Industry Philanthropy. *Journal of Philanthropy*, 30(4), e70032.

Berrett, J. L., Quintana, K., Steefel, M. (Graduate) (2025). Bridging the Divide: Exploring Nonprofits' Perceptions of Cannabis Philanthropy in the Changing Legal Landscape of the United States. *Journal of Drug Issues*, 55(4), 688-709.

Hung, C. K., Berrett, J. L., Ma, J. (2025). How High is Too High? An Experimental Analysis of Donors' Aversion to Nonprofit Overhead. *Nonprofit and Voluntary Sector Quarterly*, 54(2), 302-326.

- Berrett, J. L. (2025). Exploring Efficiency Metrics in Nonprofits: A Case Study of Habitat for Humanity. *Journal of Public and Nonprofit Affairs*.
- Berrett, J. L., Hung, C. (2024). Does Revenue Concentration Really Bring Organizational Efficiency? Evidence from Habitat for Humanity. *Nonprofit and Voluntary Sector Quarterly*, 53(4), 974-966.
- Berrett, J. L., Sudweeks, J. (2023). Understanding nonprofit leaders' perceptions of organizational efficiency. *Nonprofit Management and Leadership*, 33(3), 491-510.
- Hung, C., Berrett, J. L. (2023). The effects of commercialization on nonprofit efficiency and the moderating roles of government funding and organizational size. *Nonprofit Management and Leadership*, 33(4), 735-753.
- Hung, C., Berrett, J. L. (2023). When Are Commercialized Nonprofits Less Likely to Offer Free Access? Evidence from the Performing Arts Subsector. *Public Performance & Management Review*, 46(3), 735-753.
- Ba, Y. (Graduate), Berrett, J. L., Coupet, J. (2023). Panel Data Analysis: A Guide for Nonprofit Studies. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-16.
- Berrett, J. L., Williams, T., Minkowitz, H. (Graduate), Lahoud, A. (Graduate) (2022). The Iron Triangle of Affordable Homeownership: Habitat for Humanity Affiliate Strategies for Balancing Efficiency, Effectiveness, and Equity. *The American Review of Public Administration*, 52(8), 573-585.
- Berrett, J. L. (2022). Linking Overhead Expenses and Nonprofit Effectiveness: Evidence from Habitat for Humanity. *Nonprofit Management & Leadership*, 32(4), 509-530.
- Hung, C., Berrett, J. L. (2021). Service Delivery Under Pressure: The Effect of Donor-Imposed Financial Restrictions. *Public Performance & Management Review*, 44(3), 580-601.
- Coupet, J., Berrett, J. L., Broussard, P., Johnson, B. (2021). Nonprofit Benchmarking with Data Envelopment Analysis. *Nonprofit and Voluntary Sector Quarterly*, 50(3), 647-661.
- Minkowitz, H., Twumasi, A., Chen, X., Berrett, J. L., Stewart, A. J. (2020). Checking in on the State of Nonprofit Research: A Systematic Literature Review. *Journal of Public and Nonprofit Affairs*, 6(2), 182-208.
- Coupet, J., Berrett, J. L. (2019). Toward a Valid Approach to Nonprofit Efficiency. *Nonprofit Management & Leadership*, 29(3), 299-320.
- Berrett, J. L., Holliday, B. S. (2018). The Effect of Revenue Diversification on Output Creation in Nonprofit Organizations: A Resource Dependence Perspective. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 29(6), 1190-1201.

Other

- Hung, C., Suykens, B., Berrett, J. L. (2025). Revenue Diversification. *The International Encyclopedia of Civil Society*. Springer.
- Xie, M., Berrett, J. L. (2024). *Introduction to Nonprofit Management & Leadership's Best of Early Scholars Special Issue*.
- Berrett, J. L., Quintana, K., Steefel, M. (Graduate) (2023). *Exploring the Impact of the Cannabis Industry on Nonprofits in Colorado*.

- Berrett, J. L. (2020). *Burying the Overhead Myth and Breaking the Nonprofit Starvation Cycle: Identifying More Valid Measures and Determinants of Nonprofit Efficiency*.
- Berrett, J. L., Lahoud, A. (Graduate) (2020). *Measures and Determinants of Nonprofit Efficiency in Habitat for Humanity*.
- Berrett, J. L., Stewart, A. J., Kuenzi, K. (2017). *Carrying Capacity from the Community Perspective: A Case Study of One Nonprofit Sector*.
- Berrett, J. L. (2014). *Mindful Fundraising: 10-Minute Holistic Organizational Assessment*.
- Berrett, J. L. (2014). *Mindful Fundraising: Resource Guide & Workbook*.
- Berrett, J. L. (2013). *Mindful Fundraising White Paper: A New and Holistic Approach to Fundraising for Nonprofits and Social Enterprises*.
- Berrett, J. L. (2012). *10 ways a database can help your fundraising efforts*. Technology for Change.

Presentations Given

- Berrett, J. L., Hung, C., Kim, M., International Society for Third-Sector Research Conference, "Individuals' Age, Education, and Overhead Aversion," ISTR, Lisbon, Portugal. (July 2026).
- Berrett, J. L., Hung, C., Benton, R., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Individuals' Age, Education, and Overhead Aversion," ARNOVA, Indianapolis, IN. (November 2025).
- Winters, R. H., Kempf, R., Berrett, J. L., Mujkic, E., American Society for Public Administration Conference, "Incorporating Critical Skills and Decisionmaking into Public Administration Education." (March 2025).
- Berrett, J. L., Quintana, K., Steefel, M., Western Criminology Conference, "Bridging the Divide: Exploring Nonprofits' Perceptions of Cannabis Philanthropy in the Changing Legal Landscape of the United States," Western Society of Criminology, Seattle, WA. (February 2025).
- Berrett, J. L., Hung, C., Suykens, B., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Framing Matters: Exploring How Positive and Negative Appeals Influence Donor Decisions," ARNOVA, Washington, DC. (November 2024).
- Hung, C., Berrett, J. L., International Society for Third-Sector Research Conference, "A Hindrance on Organizations? Understanding Restricted Funding and Nonprofit Efficiency," ISTR, Antwerp, Belgium. (July 2024).
- Berrett, J. L., Quintana, K., Steefel, M., CU Conference for Interdisciplinary Drug and Alcohol Research, "Bridging the Divide: Exploring Nonprofits' Perceptions of Cannabis Philanthropy in the Changing Legal Landscape of the U.S.," UCCS, Colorado Springs, CO. (May 17, 2024).
- Berrett, J. L., Quintana, K., Creative Research Creative Works Presentations, "Exploring the impact of the legalization of marijuana on nonprofits in Colorado," UCCS Office of Research, Colorado Springs, CO. (May 2, 2024).

- Hung, C., Berrett, J. L., Ma, J., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "How High is Too High? An Experimental Analysis of Donors' Aversion to Nonprofit Overhead," ARNOVA, Orlando, Florida. (2023).
- Quintana, K., Berrett, J. L., Western Criminology Conference, "The Impact of the Legalization of Marijuana on Nonprofits in Colorado," Western Society of Criminology, Vancouver, BC. (2023).
- Berrett, J. L., Quintana, K., Twenter, A., ARNOVA 51st Annual Conference, "The Impact of the Legalization of Marijuana on Nonprofits in Colorado," Association of Research on Nonprofit Organizations and Voluntary Action, Raleigh, NC. (2022).
- Ba, Y., Berrett, J. L., Coupet, J., Public Administration Review Virtual Symposium, "Government attention and nonprofit performance: a link across boundaries," Virtual. (2022).
- Budd, S., Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action, "Strategies of American Muslim and Interfaith Nonprofits on Combating Islamophobia," Atlanta, GA. (2021).
- Berrett, J. L., Williams, T., Minkowitz, H., LaHoud, A., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Efficiency, effectiveness, equity: how nonprofit leaders prioritize public values," Virtual. (2021).
- Ba, Y., Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Government attention and nonprofit performance: Is there a link?," Virtual. (2021).
- Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Myth Busters: Low Overhead," Virtual. (2021).
- Hung, C., Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Nonprofit Commercialization: Underlying Mechanisms for the Effect on Free Access in Performing Arts Organizations," Virtual. (2021).
- Berrett, J. L., Sudweeks, J., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Nonprofit Leaders' Perceptions of Organizational Efficiency: Influences and Accuracy," Virtual. (2021).
- Berrett, J. L., Williams, T., Minkowitz, H., Lahoud, A., PA Theory Network Conference, "Nonprofit managers' prioritization of public values: efficiency, effectiveness, and equity," Public Administration Theory Network, Virtual. (2021).
- Hung, C., Berrett, J. L., Public Management Research Conference, "Service Delivery Under Pressure: The Effect of Donor-Imposed Financial Restrictions," Public Management Research Association, Virtual. (2021).
- Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Applying New Methods to Old Questions: Revisiting the Effect of Revenue Concentration on Nonprofit Efficiency," ARNOVA, Virtual. (2020).
- Hung, C., Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Service Delivery Under Pressure: The Effect of Donor-Imposed Financial Restrictions," ARNOVA, Virtual. (2020).

- Berrett, J. L., Association of Public Policy Analysis & Management Conference, "Applying New Methods to Old Questions: Revisiting the Effect of Revenue Concentration on Nonprofit Efficiency," APPAM, Virtual. (2020).
- Ba, Y., Berrett, J. L., Coupet, J., Annual Meeting of the Academy of Management, "Linear Panel Data Analysis in Nonprofit Studies: Embracing the Potential of Longitudinal Data," Academy of Management, Boston, MA. (2019).
- Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Does overhead spending hinder nonprofit performance? Evidence from Habitat for Humanity," ARNOVA, San Diego, CA. (2019).
- Ba, Y., Berrett, J. L., Coupet, J., West Coast Nonprofit Data Conference, "Linear Panel Data Analysis in Nonprofit Studies: Embracing the Potential of Longitudinal Data," Phoenix, AZ. (2019).
- Berrett, J. L., ACCESS - Habitat for Humanity, "Overhead & Efficiency Studies on Habitat for Humanity Affiliates," NCSU Institute for Nonprofits. (2018).
- Coupet, J., Berrett, J. L., Annual Meeting of the Academy of Management, "Does the overhead ratio measure efficiency?," Academy of Management, Chicago, IL. (2018).
- Chen, X., Berrett, J. L., Minkowitz, H., Stewart, A. J., Twumasi, A., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Checking in on the State of Nonprofit Research: A Systematic Review and Agenda for Future Research," ARNOVA, Austin, TX. (2018).
- Ba, Y., Berrett, J. L., Coupet, J., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Panel Data Analysis in Nonprofit Studies: Improving the Methodological Rigor," ARNOVA, Austin, TX. (2018).
- Berrett, J. L., Graduate Student Research Symposium, "The Administrative Ratio is Not a Measure of Efficiency," North Carolina State University, Raleigh, NC. (2018).
- Berrett, J. L., International Society for Third-Sector Research Conference, "Exploring the Relationship Between Overhead Expenses and Nonprofit Performance," ISTR, Amsterdam, The Netherlands. (2018).
- Coupet, J., Berrett, J. L., Association for Public Policy Analysis & Management Conference, "Better Measurement of the Efficiency of Nonprofits," APPAM, Chicago, IL. (2017).
- Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "An Empirical Study of the Overhead Myth," ARNOVA, Grand Rapids, MI. (2017).
- Coupet, J., Berrett, J. L., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Pitfalls in Measuring Nonprofit Efficiency," ARNOVA, Grand Rapids, MI. (2017).
- Berrett, J. L., Holliday, B., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "The Effect of Revenue Diversification on Output Creation in Nonprofit Organizations: A Resource Dependence Perspective," ARNOVA, Grand Rapids, MI. (2017).
- Berrett, J. L., Stewart, A. J., Kuenzi, K., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Applying Carrying Capacity: A Case Study of One Nonprofit Sector," ARNOVA, Washington, DC. (2016).

Berrett, J. L., Stewart, A. J., Kuenzi, K., Southeastern Conference for Public Administration, "Applying Carrying Capacity: A Case Study of One Nonprofit Sector," American Society for Public Administration, Raleigh, NC. (2016).

Media Contributions

Internet

- "UCCS Professor selected as Visiting Researcher of Gradel Institute of Charity." UCCS News. (April 2026).
- "Public Administration students partner with Habitat for Humanity to address affordable housing challenges." UCCS News. (February 2026).
- "New religion and nonprofits certificate equips students for careers in the nonprofit sector." UCCS Communique. (April 2025).
- "Dr. Jessica Berrett Recognized with the 2025 Emerging Scholar Award." AFP News. (February 2025).
- "Colorado nonprofits' perceptions of cannabis philanthropy." UCCS Communique. (July 2024).
- "CPS faculty raise awareness and donations for Pikes Peak Habitat for Humanity with gingerbread house." UCCS Communique. (2023).
- Hrywna, M. "Research: Restricted Gifts Have A Negative Effect." The NonProfit Times. (2021).
- Coupet, J., Berrett, J. L. Nonprofits that scrimp on overhead aren't necessarily better than those spending more. The Conversation. (2019).
- Kennedy, P. "Nonprofit Efficiency Measures." Cover & Rossiter CPAs. (2019).
- Omar, S. "The Overhead Ratio is Not a Measure of Efficiency." Philanthropy Journal. (2018).
- Interview with Jessica Berrett and Jason Coupet. "Nonprofit Overhead + Global Trends in Giving." The Nonprofit Times Fresh Research Podcast. (2018).
- Interview with Jessica Berrett and Jason Coupet. "Rethinking Efficiency." The Nonprofit Experience Podcast. (2018).
- Coupet, J. & Shipman, M. "Study: Widely Used Nonprofit Efficiency Tool Doesn't Work." North Carolina State University News. (2018).
- Berrett, J. L., Pozzebon, V. Creating Change - A Brave Path Forward for Nonprofits (3-part series). Philanthropy Journal. (2017).
- Berrett, J. L., Pozzebon, V. Think Food, Invest Local. Philanthropy Journal. (2016).
- Berrett, J. L. Social Innovation...Nature's Way. Philanthropy Journal. (2015).
- Berrett, J. L. Human Capital: Protect Your Most Valuable Assets. Philanthropy Journal. (2015).

Magazine

"A Single Stone: Wolfpack women reflect on the ripple effect of one small act." NC State University Magazine. (June 2025).

"The Complex Relationship Between Nonprofits and Cannabis Philanthropy." Advancing Philanthropy. (January 2025).

Newspaper

"Faith and charity intersect with new 'Religion and Nonprofit' certificate at UCCS." The Gazette. (August 2025).

"10 best practices for nonprofit financial management." The Gazette. (December 2024).

Coupet, J., Berrett, J. L. When It Comes to Evaluating Nonprofits, It Isn't All About the Overhead. The Wall Street Journal. (2018).

Sandoval, T. "Study Adds Fuel to Debate Over Operating Costs." The Chronicle of Philanthropy. (2018).

TV

"New UCCS certificate connects students with nonprofits." FOX21 News. (August 2025).

Yager, B. "Overhead myth: how it has impacted Club Q fund." FOX21 News. (2022).

Contracts, Grants and Sponsored Research

Contract

Berrett, J. L., "Visiting Researcher (Funded)," Sponsored by Gradel Institute of Charity, University of Oxford, \$17,469.00. (April 2026 - May 2027).

Grant

Berrett, J. L., "Creative Research Creative Works (Funded)," Sponsored by UCCS, University of Colorado Colorado Springs, \$7,254.00. (April 2025 - August 2026).

Berrett, J. L., "Strategic Initiatives Fund (Funded)," Sponsored by UCCS, University of Colorado Colorado Springs, \$500.00. (April 2025).

Berrett, J. L., "Teaching Enhancement Grant (Not Funded)," Sponsored by The Provost's Office, University of Colorado Colorado Springs, \$705.00.

Berrett, J. L., "Course Development Grant (Not Funded)," Sponsored by Open Philanthropy, Private Gift, \$28,504.00.

Hung, C. (Co-Principal), Berrett, J. L. (Co-Principal), "UMD Do Good Institute & ARNOVA Global Philanthropy and Nonprofit Leadership Award (Not Funded)," Sponsored by UMD Do Good Institute & ARNOVA, Private Gift, \$10,000.00.

Berrett, J. L. (Principal), Winters, R. H. (Co-Principal), "FEIC Diversity Grant (Not Funded)," Sponsored by Faculty Equity and Inclusion Committee, University of Colorado Colorado Springs, \$500.00.

Berrett, J. L., "Faculty Research Travel Supplemental Support Program (Funded)," Sponsored by Office of Research, University of Colorado Colorado Springs, \$500.00. (2023).

Berrett, J. L., "Faculty Travel Revitalization Program (Funded)," Sponsored by Office of Research, University of Colorado Colorado Springs, \$1,500.00. (2023).

Berrett, J. L., "FEIC Diversity Grant (Not Funded)," Sponsored by Faculty Equity and Inclusion Committee, University of Colorado Colorado Springs, \$500.00. (2023).

Berrett, J. L. (Co-Principal), Quintana, K. (Co-Principal), "FY24 Cannabis Research Award Opportunity (Not Funded)," Sponsored by Institute for Cannabis Research, State, \$210,561.00. (2023).

Berrett, J. L., "Teaching Enhancement Grant (Not Funded)," Sponsored by The Provost's Office, University of Colorado Colorado Springs, \$700.00. (2023).

Berrett, J. L., "The AFP Wilson C. "Bill" Levis Fundraising Research Grant (Funded)," Sponsored by Association of Fundraising Professionals, Private Gift, \$7,100.00. (2023).

Berrett, J. L. (Co-Principal), Quintana, K. (Co-Principal), "Committee on Research and Creative Works (Funded)," Sponsored by Office of Research, University of Colorado Colorado Springs, \$15,000.00. (2022 - 2023).

Berrett, J. L. (Co-Principal), Quintana, K. (Co-Principal), "RGK-ARNOVA President's Award (Not Funded)," Sponsored by The RGK Center for Philanthropy and Community Service at the University of Texas at Austin and the Association for Research on Nonprofit Organizations and Voluntary Action, Other, \$10,000.00. (2022).

Berrett, J. L. (Co-Principal), Quintana, K. (Co-Principal), "The AFP Wilson C. "Bill" Levis Fundraising Research Grant (Funded)," Sponsored by Association of Fundraising Professionals, Private Gift, \$4,200.00. (2022).

Berrett, J. L., "Faculty Research Travel Supplemental Support Program (Funded)," Sponsored by Office of Research, University of Colorado Colorado Springs, \$500.00. (2021).

Awards and Honors

"Exploring Efficiency Metrics in Nonprofits: A Case Study of Habitat for Humanity." 2025 Best Article Award., Journal of Nonprofit and Public Affairs. (June 2026).

Emerging Scholar Award, Association of Fundraising Professionals. (January 2025).

"Toward a valid approach to nonprofit efficiency measurement." Best of Early Scholars, Nonprofit Management & Leadership. (November 2024).

"The effects of commercialization on nonprofit efficiency and the moderating roles of government funding and organizational size" Top 10 most-cited papers published in 2022-2023, Nonprofit Management & Leadership. (April 2024).

"Linking overhead expenses and nonprofit effectiveness: Evidence from Habitat for Humanity" Top Downloaded Article during the first 12 months of publication, Nonprofit Management & Leadership. (2023).

Nominated for Emerging Scholars Award, Association of Fundraising Professionals. (2023).

Nominated for the UCCS Chancellor's Award, UCCS. (2023).

Nominated for Emerging Scholars Award, Association of Fundraising Professionals. (2021).

Nominated for Emerging Scholars Award, Association of Fundraising Professionals. (2020).

The 2020 Editors' Prize for Best Scholarly Paper for Toward a Valid Approach to Nonprofit Efficiency Measurement, Nonprofit Management & Leadership. (2020).

Award for Conferences, North Carolina State University Graduate Student Association. (2019).

Best PhD Group Paper, Department of Public Administration at North Carolina State University. (2019).

Doctoral Fellowship Seminar, Association for Research on Nonprofit Organizations and Voluntary Action. (2019).

Graduate School Summer Fellowship, North Carolina State University. (2019).

Doctoral Fellowship Seminar, Association for Research on Nonprofit Organizations and Voluntary Action. (2018).

ISTR Conference Scholarship, International Society for Third-Sector Research. (2018).

ISTR PhD Seminar, International Society for Third-Sector Research. (2018).

The Paula Cothren Global Scholarship, North Carolina State University. (2018).

Travel Assistance Award, North Carolina State University Graduate Student Association. (2018).

ARNOVA Conference Scholarship, Association for Research on Nonprofit Organizations and Voluntary Action. (2017).

Emerging Scholars Award, Association for Research on Nonprofit Organizations and Voluntary Action. (2017).

Social Impact Doctoral Fellowship Program, University of Pennsylvania. (2017).

ARNOVA Conference Scholarship & Travel Grant, Association for Research on Nonprofit Organizations and Voluntary Action. (2016).

Graduate Fellowship Award, North Carolina State University. (2016).

Intellectual Contributions in Submission

Refereed Journal Articles

Berrett, J. L., Hung, C., Suykens, B., McLane, E. (Graduate) Negative Appeals in Fundraising: An Experimental Test of Beneficiary Outcomes and Overhead Framing. *Journal of Nonprofit and Public Sector Marketing*.

Other

Hung, C., Berrett, J. L. *Nonprofit Commercialization*.

Research Currently in Progress

"Individuals' Age, Education, and Overhead Aversion" (Writing Results).

"Navigating Ethical Complexities: How Nonprofits Compare Philanthropy from the Cannabis Industry to Other Controversial Industries" (Writing Results).

"Rethinking Assessment: How Ungrading Shapes Student Learning, Engagement, and Equity" (Writing Results).

"Unrestricted Funding and Organizational Capacities" (On-Going).

SERVICE

University Service

Member, Admissions and Grade Appeals Committee. (January 2026 - Present).

Member, Policy Strike Force Committee. (January 2026 - Present).

Member, UCCS Committee on Research. (August 2024 - Present).

Member, UCCS College of Public Service Council. (2020 - Present).

Member, UCCS Master of Public Administration Committee. (2020 - Present).

Grant Writer, College of Public Service Public Safety Initiative. (February 2026 - June 2026).

Member, Dean's Review Committee. (October 2025 - May 2026).

Interim MPA Director. (August 2025 - December 2025).

Member, Graduate Executive Committee. (August 2025 - December 2025).

Member, Executive Committee for the UCCS Center for Student Research. (September 2022 - October 2025).

Member, UCCS Search Committee for Department of Public Administration. (September 2024 - February 2025).

Member, UCCS Primary Unit Evaluation Committee for Emeritus Professors. (September 2024).

Member, UCCS Academic Program Review Panel. (2021 - 2023).

Member, UCCS MPA Marketing and Recruitment Committee. (August 2021 - May 2022).

Member, UCCS Search Committee for Department of Social Work. (August 2021 - December 2021).

UCCS Scholarship Reviewer. (2021).

Member, UCCS reCentering Public Life Beyond COVID-19. (July 2020 - October 2020).

Member, North Carolina State University Student Search Committee for Executive Director of School of Public Affairs. (2019).

Professional Service

Editor, Associate Editor, Nonprofit Management and Leadership. (July 2026 - Present).

Reviewer, Journal Article, Administration & Society. (June 2026 - Present).

Reviewer, Journal Article, Journal of Public and Nonprofit Affairs. (2024 - Present).

Co-founder, Nonprofit Early Scholars Fellowship Program. (2022 - Present).

Editorial Review Board Member, Nonprofit Management & Leadership. (January 2022 - Present).

Reviewer, Journal Article, Nonprofit and Voluntary Sector Quarterly. (2021 - Present).

Reviewer, Journal Article, Public Management Review. (2021 - Present).

Volunteer, ARNOVA 2025 Emerging Scholars Research Roundtable. (November 2025).

Session Chair, ARNOVA Conference. (November 2024).

Committee Member, ARNOVA Early Scholars Section. (January 2021 - November 2024).

Reviewer, Journal Article, Nonprofit Management & Leadership. (2019 - April 2024).

Reviewer, Journal Article, Public Performance & Management Review. (2023 - October 2023).

Conference-Related, ARNOVA Conference Buddy Mentor. (2022 - 2023).

Reviewer, Journal Article, The American Review of Public Administration. (2022 - September 2023).

Reviewer, Journal Article, VOLUNTAS. (2020 - 2022).

Reviewer, Conference Paper, Academy of Management. (2017).

Public Service

Guest Speaker, Oktoberfest Above the Clouds. (July 2026).

Volunteer, Women's Mountain Biking Association of Colorado Springs. (2024 - 2025).

Program Organizer, Pikes Peak Habitat for Humanity. (2023).

Committee Member, The Place. (November 2021 - December 2023).

Advisory Board Member, EndeavOR New Mexico. (September 2021 - December 2023).

Committee Member, Pikes Peak Habitat for Humanity, Colorado Springs, CO. (July 2021 - December 2021).

Guest Speaker, Association of Fundraising Professionals - Southern Colorado Chapter. (October 2021).

Guest Speaker, Community Resource Center's Rural Philanthropy Days, Canon City, Colorado. (September 2021).

Co-Founder & Co-Facilitator, Emerging Social Sector Leaders Program. (2016).

Judge, Mentor Capital Network Sustainable Business Plan Competition. (2011 - 2016).

Advisory Council Member, Young Nonprofit Professionals Network Central New Mexico. (2012 - 2014).

Task Force Member, GuideStar. (2013).

Panelist and Mentor, Los Alamos Youth Business Grant Program. (2012 - 2013).

Task Force Member, Santa Fe Children's Museum. (2012 - 2013).

Committee Member, Santa Fe Community Foundation: Future Santa Fe. (2008 - 2010).

Consulting

Academic, ChiaKo Hung/University of Pennsylvania. (September 2025 - August 2026).

Non-Governmental Organization (NGO), Children's Literacy Center. (April 2024).

Non-Governmental Organization (NGO), Literacy Volunteers of Santa Fe, Santa Fe, NM. (2012 - July 2023).

Awards and Honors

Service, Community

Nominated for 40 Under Forty, Albuquerque Business First. (2016).

Nominated for Women of Influence, Albuquerque Business First. (2015).

Nominated as an Emerging Leader, Academy for the Love of Learning. (2014).

Service, Professional

Article recognized as Best of the Web "10 ways a database can help your fundraising efforts", Idealware. (2012).