

Dr. Jessica L. Berrett

University of Colorado Colorado Springs
Public Administration
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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

PROFESSIONAL EXPERIENCE

Academic - Post-Secondary

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

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 - Present).

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

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

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

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

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

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

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

REFEREED PUBLICATIONS

Refereed Journal Articles

Berrett, J. L., Quintana, K., Steefel, M. (Graduate Student) (2024). Bridging the Divide: Exploring Nonprofits' Perceptions of Cannabis Philanthropy in the Changing Legal Landscape of the United States. *Journal of Drug Issues*.

Hung, C. K., **Berrett, J. L.**, Ma, J. (2024). How High is Too High? An Experimental Analysis of Donors' Aversion to Nonprofit Overhead. *Nonprofit and Voluntary Sector Quarterly*.

Berrett, J. L., Hung, C. (2023). Does Revenue Concentration Really Bring Organizational Efficiency? Evidence from Habitat for Humanity. *Nonprofit and Voluntary Sector Quarterly*, 53(4), 974-996.

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). When Are Commercialized Nonprofits Less Likely to Offer Free Access? Evidence from the Performing Arts Subsector. *Public Performance & Management Review*, 1-22.

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.** (2022). 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.

Berrett, J. L., Williams, T., Minkowitz, H., Lahoud, A. (Graduate Student) (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.

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.

Ba, Y., **Berrett, J. L.**, Coupet, J. (2021). Panel Data Analysis: A Guide for Nonprofit Studies. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-16.

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.**, Broussard, P., Johnson, B. (2020). Nonprofit Benchmarking with Data Envelopment Analysis. *Nonprofit and Voluntary Sector Quarterly*, 50(3), 647-661.

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.

NON-REFEREED PUBLICATIONS

Periodicals

Coupet, J., **Berrett, J. L.** (2019). *Nonprofits that scrimp on overhead aren't necessarily better than those spending more*. The Conversation.

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

Berrett, J. L., Pozzebon, V. (2017). *Creating Change - A Brave Path Forward for Nonprofits (3-part series)*. Philanthropy Journal.

Berrett, J. L., Pozzebon, V. (2016). *Think Food, Invest Local*. Philanthropy Journal.

Berrett, J. L. (2015). *Human Capital: Protect Your Most Valuable Assets*. Philanthropy Journal.

Berrett, J. L. (2015). *Social Innovation...Nature's Way*. Philanthropy Journal.

Other

Berrett, J. L., Quintana, K., Steefel, M. (Graduate Student) (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 Student) (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.

Media Contributions

Internet

"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).

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).

Newspaper

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

TV

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

PUBLICATIONS SUBMITTED

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

Hung, C., Berrett, J. L. Unleashing Potential: The Impact of Unrestricted Funding on Nonprofit Efficiency. *Nonprofit and Voluntary Sector Quarterly*.

Ba, Y., Berrett, J. L., Coupet, J. Government attention and nonprofit efficiency: a link across boundaries. *Public Management Review*.

Berrett, J. L. Toward a Multidimensional Approach to Nonprofit Efficiency: An Academic vs. Practitioner Comparison. *Journal of Public and Nonprofit Affairs*.

PRESENTATIONS AT MEETINGS AND SEMINARS PRESENTED

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. (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. (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. (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).

GRANTS AND SCHOLARSHIP

Grant Funding Received

Currently Under Review

Berrett, J. L., "Course Development Grant," Sponsored by Open Philanthropy, Private Gift, \$28,504.00. (2024).

Hung, C. (Co-Principal), Berrett, J. L. (Co-Principal), "UMD Do Good Institute & ARNOVA Global Philanthropy and Nonprofit Leadership Award," Sponsored by UMD Do Good Institute & ARNOVA, Private Gift, \$10,000.00. (2024).

Funded

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

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

Berrett, J. L., "The AFP Wilson C. "Bill" Levis Fundraising Research Grant," 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 (CRCW)," Sponsored by Office of Research, University of Colorado Colorado Springs, \$15,000.00. (2022 - 2023).

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

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

Not Funded

Berrett, J. L. (Principal), Winters, R. H. (Co-Principal), "FEIC Diversity Grant," Sponsored by Faculty Equity and Inclusion Committee, University of Colorado Colorado Springs, \$500.00. (2024).

Berrett, J. L., "FEIC Diversity Grant," 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," Sponsored by Institute for Cannabis Research, State, \$210,561.00. (2023).

Berrett, J. L., "Teaching Enhancement Grant," Sponsored by The Provost's Office, University of Colorado Colorado Springs, \$700.00. (2023).

Berrett, J. L. (Co-Principal), Quintana, K. (Co-Principal), "RGK-ARNOVA President's Award," 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).

Other Indicators – Citations of Papers

Berrett, J. L., Quintana, K., Steefel, M. (Graduate Student) (2024). Bridging the Divide: Exploring Nonprofits' Perceptions of Cannabis Philanthropy in the Changing Legal Landscape of the United States. *Journal of Drug Issues*. **0 citations.**

Hung, C. K., **Berrett, J. L.**, Ma, J. (2024). How High is Too High? An Experimental Analysis of Donors' Aversion to Nonprofit Overhead. *Nonprofit and Voluntary Sector Quarterly*. **0 citations.**

Berrett, J. L., Hung, C. (2023). Does Revenue Concentration Really Bring Organizational Efficiency? Evidence from Habitat for Humanity. *Nonprofit and Voluntary Sector Quarterly*. **0 citations.**

Berrett, J. L., Sudweeks, J. (2023). Understanding nonprofit leaders' perceptions of organizational efficiency. *Nonprofit Management and Leadership*, 33(3), 491-510. **3 citations.**

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*, 1-22. **4 citations.**

Berrett, J. L. (2022). Linking Overhead Expenses and Nonprofit Effectiveness: Evidence from Habitat for Humanity. *Nonprofit Management & Leadership*, 32(4), 509-530. **18 citations.**

Hung, C., **Berrett, J. L.** (2022). 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. **9 citations.**

Berrett, J. L., Williams, T., Minkowitz, H., Lahoud, A. (Graduate Student) (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. **0 citations.**

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. **14 citations.**

Ba, Y., **Berrett, J. L.**, Coupet, J. (2021). Panel Data Analysis: A Guide for Nonprofit Studies. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-16. **18 citations.**

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. **11 citations.**

Coupet, J., **Berrett, J. L.**, Broussard, P., Johnson, B. (2020). Nonprofit Benchmarking with Data Envelopment Analysis. *Nonprofit and Voluntary Sector Quarterly*, 50(3), 647-661. **7 citations.**

Coupet, J., **Berrett, J. L.** (2019). Toward a Valid Approach to Nonprofit Efficiency. *Nonprofit Management & Leadership*, 29(3), 299-320. **102 citations.**

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. **64 citations.**

COURSES TAUGHT

Teaching Experience

University of Colorado Colorado Springs

CJ 5361, Capstone Seminar, 3 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.

North Carolina State University

PS 203, Introduction to Nonprofits, 6 courses.

Directed Student Learning

Capstone Committee Member, "Outcomes for Pikes Peak Habitat for Humanity Homeowners." (January 2024 - May 2024).
Advised: Ashley Peacock

Capstone Committee Member, "Early Success of The Family Success Center Sunny Side Market." (January 2024 - May 2024).
Advised: Brad Smith

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

Supervise Research Assistant. (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 Assistant. (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 Assistant. (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

Non-Credit Instruction

Workshop, Children's Literacy Center. (2024).
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.

Guest Lecture, North Carolina State University. (2023).

Guest speaker to a group of Ph.D. students studying nonprofit and public management on preparing for the academic job market.

Management/Executive Development, ARNOVA's Early Scholars Section. (2023).

Moderated and participated on the panel for the ARNOVA Conference on "Landing an Academic Job: How to Take Productivity to the Next Level."

Management/Executive Development, ARNOVA's Early Scholars Section. (2023).

Moderated a webinar on "What the Search Committee is Looking For."

Management/Executive Development, UCSC College of Public Service & the Lyda Hill Institute for Human Resilience. (2023).

Delivered the welcome and opening remarks for a resilience-building workshop for local nonprofit leaders.

Management/Executive Development, Nonprofit Cooperative of Teller County. (August 2022).

Presented "Board recruitment and retention."

Management/Executive Development, Tech Impact. (March 2022).

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.

Management/Executive Development, Endeavor New Mexico. (February 2022).

Presented "Nonprofit board responsibilities, best practices, and forward-looking strategies."

Guest Lecture, UCCS. (2021).

Presented "Public and nonprofit financial management" for PAD 5001.

Guest Lecture, North Carolina State University. (2017 - 2019).

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.

Guest Lecture, University of Georgia. (2016).

Presented "Consulting with Nonprofits" for MA Nonprofit Leadership.

Management/Executive Development, Santa Fe Community Foundation. (2012 - 2016).

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."

Management/Executive Development, South Valley Economic Development Center. (2015).

Presented "Integrated Fundraising."

Management/Executive Development, New Mexico MainStreet. (2014 - 2015).

Presented "Resource Strategies for Community Development Organizations" and "Integrated Fundraising."

Management/Executive Development, Academy for the Love of Learning. (2014).

Facilitated a full-day retreat on "Mindful Fundraising."

Management/Executive Development, Association for Women in Communications. (2014).

Presented "Making the Ask for the Non-Salesperson."

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

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

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

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

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

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

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

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

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

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

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

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

RECOGNITIONS

"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. (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).

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).

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

PROFESSIONAL ORGANIZATIONS

Professional Memberships

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

Colorado Nonprofit Association. (2020 - Present).

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

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

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).

SERVICE AND LEADERSHIP

University Service

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

Member, Executive Committee for the UCCS Center for Student Research. (2022 - Present).

Member, UCCS CPS Council. (2020 - Present).

Member, UCCS MPA Committee. (2020 - Present).

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

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

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

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

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

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

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

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

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

Committee Member, ARNOVA Early Scholars Section. (2021 - Present).

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

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

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

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

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

Public Service

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

Non-Governmental Organization (NGO), Women's Mountain Biking Association of Colorado Springs. (2024 - Present).

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

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