

ROBIN J. KEMPF

CURRICULUM VITAE

August 12, 2025

OFFICE ADDRESS

College of Public Service
University of Colorado Colorado Springs
Academic Office Building (ACAD) 315
1420 Austin Bluffs Parkway
Colorado Springs, CO 80918
719-255-8143

EDUCATION

Degrees

- 2014 Ph.D., School of Public Affairs and Administration, University of Kansas
Dissertation Title: "Accountability Remade: The Diffusion and Reinvention of Offices of Inspector General"
Dissertation Chair: Dr. Chuck Epp
- 1996 J.D., School of Law, University of Kansas
- 1991 B.A., American Studies, Brandeis University

PROFESSIONAL EXPERIENCE

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|--------------|---|
| 2024-Present | Associate Professor (tenured), Department of Public Administration,
College of Public Service, University of Colorado Colorado Springs
-Fall 2025: Interim Chair, Department of Public Administration
-2024-2025; Spring 2026: Master of Public Administration
Program Director |
| 2020- 2024 | Assistant Professor (tenure track), Department of Public Administration,
College of Public Service, University of Colorado Colorado Springs |
| 2017- 2023 | Adjunct doctoral faculty, The Graduate School, City University of New
York |
| 2014- 2020 | Assistant Professor (tenure track), Department of Public Management,
John Jay College of Criminal Justice, City University of New York |

- 2017- 2020 Faculty member for the master's program in emergency management, Department of Security, Fire, and Emergency Management, John Jay College of Criminal Justice, City University of New York
- 2003-2004 Northwestern Polytechnical University, English Department, Xi'an, People's Republic of China.

REFEREED ARTICLES

Published Articles

- 2025 Binns, Chelsea, and **Kempf, Robin J.** (2025). Can a Company's Poor Customer Service Be a Security Risk? An Examination of Airbnb's Twitter Data Using Artificial Intelligence Supervised Machine Learning. *Journal of Applied Security Research*, (20) 6, 329-354. <https://doi.org/10.1080/19361610.2025.2454687>
- 2024 **Kempf, Robin J.**, McShea, Melissa. F., Shiovitz, Joseph, and Hixson, Daniel. (2024). Evidence of Reputational Priorities of a Sample of U.S. Federal Offices of Inspector General: A Mixed Methods Analysis of Workforce, Budgetary Data, and Statutes. *Public Integrity*, 27 (5), 623–637. <https://doi.org/10.1080/10999922.2024.2406054>
- 2023 **Kempf, Robin J.**, and Sharma, Reeti. (2023). What can students learn from fictional literature? Quite a bit, scholars say. *Journal of Public Affairs Education*, 30 (2), 216–233. <https://doi.org/10.1080/15236803.2023.2242757>
- 2022 **Kempf, Robin J.**, Sampath, Vijay S., Lu, Elaine Y., and Shapiro, David M. (2022). An empirical assessment of the contribution of state offices of inspector general to corruption control. *Public Integrity*, 24 (10), 51-65. doi: 10.1080/10999922.2020.1839188
- 2021 **Kempf, Robin J.**, Elias, Nicole M., and Rubin-DeSimone, Alonso J. (2021). Transgender and gender non-binary healthcare coverage in state Medicaid programs: Recommendations for more equitable approaches. *Journal of Health & Human Services Administration*, 44 (1), 86-108. doi: 10.37808/jhhsa.44.1.5
- 2021 Binns, Chelsea A., and **Kempf, Robin J.** (2020). Background checks: The theories behind the process. *Security Journal*, 34, 776-801. doi: 10.1057/s41284-020-00260-4
- 2019 **Kempf, Robin J.**, and Cabrera, Jessica C. (2019). The *de facto* independence of federal offices of inspector general. *American Review of Public Administration*, 49 (1), 65-78. doi: 10.1177/0275074018783012

- 2019 Getha-Taylor, Heather, Grayer, Misty, **Kempf, Robin J.**, and O’Leary, Rosemary. (2019). Collaborating in the absence of trust? What collaborative governance theory and practice can learn from the literatures of conflict resolution, psychology, and law. *American Review of Public Administration*, 49 (1), 51-64. doi: 10.1177/0275074018773089
- 2018 **Kempf, Robin J.**, and Graycar, Adam. (2018). Dimensions of authority in oversight agencies: American and Australian comparisons. *International Journal of Public Administration*, 41 (14), 1145-1156. doi: 10.1080/01900692.2017.1347947
- 2015 **Kempf, Robin J.** (2015). Crafting accountability policy: Designing offices of inspector general. *Policy and Society*, 34 (2), 137-149. doi: 10.1016/j.polsoc.2015.05.003
- 2013 Romzek, Barbara, LeRoux, Kelly, Johnston, Jocelyn, **Kempf, Robin J.**, and Piatak, Jaclyn S. (2013). Informal accountability in multisector service delivery collaborations. *Journal of Public Administration Research and Theory*, 23 (3), 814-832. doi: 10.1093/jopart/mut027

NON-REFEREED PUBLICATIONS

- 2021 **Kempf, Robin J.** (May 31, 2021). Letter to the Editor: Seek Out Legitimate Scholarship. *Colorado Springs Gazette*.
- 2021 Binns, Chelsea A., and **Kempf, Robin J.** (2021). Using social media to gather security intelligence. *ASIS International*.
- 2020 Feldman, Dan, and **Kempf, Robin J.** (2020) Why inspectors general matter so much, and what makes Trump’s attack on them such a threat. *New York Daily News*, May 19. <https://www.nydailynews.com/opinion/ny-oped-why-inspectors-general-matter-so-much-20200519-stwjskitnzbzpm7dbwit5lxhza-story.html>.
- 2020 **Kempf, Robin J.**, Jonas, Arielle, Plasencia, Kateryn, Guillermo Silberberg, Pedro, and Vayner, Irina. (2020). Inspectors general should have a seat at the table in the implementation of the CARES Act. *The Oversight Project*, March 27. <https://oversightproject.org/2020/05/04/opinion-inspectors-general-should-have-a-seat-at-the-table-in-the-implementation-of-the-cares-act/>.
- 2018 Feldman, Dan; Eichenenthal, David; and **Kempf, Robin J.** (2018). Offices of Inspector General in the United States. *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Edited by Farazmand, Ali. New York, NY: Springer.
- 2017 **Kempf, Robin J.**, and Binns, Chelsea. (2017). Balancing integrity with privacy interests: Fighting cyber-corruption with background checks. New York, NY: Center for the Advancement of Public Integrity. <http://www.law.columbia.edu/public->

[integrity/balancing-integrity-privacy-interests-fighting-cyber-corruption-background-checks.](#)

BOOKS

Published Books

- 2021 Binns, Chelsea A., and **Kempf, Robin J.** (2021). *Safety and security in hotels and homesharing*. New York, NY: Springer Publishing.
- 2020 **Kempf, Robin J.** *The Power of Accountability: Inspectors General at the State and Local Levels*. Lawrence, KS: University Press of Kansas.

Books Under Contract

- Kempf, Robin J.**, ed. (in publication). *Inspectors General: Duty, Authority, Integrity*. Emerald Publishing.
This book examines offices of inspector general (OIGs) from the point of view of people who work in them. The chapters are written by leading practitioners and academics who examine OIGs, their history, design, challenges, and successes through the lenses of their professional experiences.
- Kempf, Robin J.**, ed. (in progress). *Inspectors General: Accountability In Action*. Emerald Publishing.
This book takes a theoretical and normative look at multiple facets of the omnipresent yet little-understood government watchdog institution, the office of inspector general (OIG). Each chapter is written by public administration scholars who are experts in various fields and who lend their expertise to examine OIGs.

PUBLISHED REVIEWS

- 2017 **Kempf, Robin J.** (2017). The state of federal inspectors general studies: Review of *The Accountability State: US Federal Inspectors General and the Pursuit of Democratic Integrity* by Nadia Hilliard. *Journal of Public Administration Research and Theory*, <https://doi.org/10.1093/jopart/mux038>.
- 2016 **Kempf, Robin J.** (2016). Review of *The Art of the Watchdog: Fighting Fraud, Waste, Abuse, and Corruption in Government* by Daniel L. Feldman and Daniel R. Eichenenthal. *Journal of Public Affairs Education*, 22(2), 313-14.

PRESENTATIONS AND CONFERENCE ACTIVITIES

Invited Talks

- 2023 With Feldman, Daniel, and Anechiarico, Frank. "The Independence of Offices of Inspector General." (October 2023). Annual Training Conference, *Association of Inspectors General*, New York, New York.
- 2022 "About Offices of Inspector General." (September 2022). Baltimore County, Maryland, Blue Ribbon Commission on Ethics and Accountability, virtual presentation.
- 2022 "Reviewing *the Power of Accountability*, the Use of Theory, and Theory Making." (October 2022). University of Delaware, Joseph R. Biden, Jr., School of Public Policy and Administration, Dr. Alisa Moldavanova's PhD level class on public administration theory, virtual presentation.
- 2021 With Binns, Chelsea. "Artificial Intelligence-Based Crime Detection: Case Studies Analyzing the Twitter Data on Two Major Organizations." (June 2021). *Society of Professional Investigators*, virtual presentation.
- 2020 With Rubin-DeSimone, Alonso J., and Elias, Nicole M. "Transgender and Gender Non-Binary Healthcare Coverage in State Medicaid Programs: Recommendations for More Equitable Approaches" (June 2020). Webinar: May the best man win? Inequity drivers in health care policies and practices, *American Society for Public Administration*, virtual webinar.
- 2019 With Binns, Chelsea. "New Research and Trends in Background Checks." (September 2019). Annual Training Conference, *Association of Inspectors General*, West Palm Beach, Florida.
- 2016 "The Diffusion and Reinvention of Offices of Inspector General." (September 2016). *Symposium – The Added Value of an Office of Inspector General*, *Bureau de l'Inspecteur Général de la Ville de Montréal (Office of Inspector General of the City of Montreal)*, Montreal, Canada.
- 2015 With Cabrera, Jessica C. "The Independence of Offices of Inspectors General in Political Environments." (October 2015). Annual Training Conference, *The Association of Inspectors General*, Detroit, Michigan.
- 2015 "Tips and Tricks for the Academic Job Search." (January 2015). *University of Kansas, Institute for Policy & Social Research, Research Fellowship Program*
- 2014 "Variations among State and Local Offices of Inspectors General." (October 2014). Annual Training Conference, *Association of Inspectors General*, Newark, New Jersey.

Papers Presented

- 2025 With Lieberman, Charles, and Binns, Chelsea. "Unlucky Strike: Public Policy Implications of the FDA's Increased Regulation of Nicotine in Cigarettes." (March 2025). 62nd Annual Meeting, *Academy of Criminal Justice Sciences*, Denver, CO.
- 2025 With McShea, Melissa, and White, Chloe. "Gendered offices of inspector general? Budgetary evidence of systematic variation in OIGs along organizational gender." (March 2025). 2025 Annual Conference, *American Society for Public Administration*, Washington, D.C.
- 2025 With Winters, Regina, Berrett, Jessica, and Mujkic, Edin. "Incorporating critical skills and decision-making into public administration education." (March 2025). 2025 Annual Conference, *American Society for Public Administration*, Washington, D.C.
- 2024 With McShea, Melissa. "Using Lowi's typologies to understand the roles of federal offices of inspector general: A research design." (April 2024). 2024 Annual Conference, *American Society for Public Administration*, Minneapolis, Minnesota.
- 2023 With Chanenson, Steven L., and Sharma, Reeti. "An independence index: A tool to evaluate and improve inspectors general." (May 2023). Office of Inspector General Author Consortium, Villanova University Charles Widger School of Law, Philadelphia, Pennsylvania.
- 2023 With Binns, Chelsea. "The dark side of homesharing: White collar crime." (April 2023). Examining the Multifaceted Harms of Corporate and White-Collar Crime, American Society of Criminology, Division on White Collar & Corporate Crime, virtual conference.
- 2023 With Binns, Chelsea. "Using AI and social media to examine §230 of the Communications Decency Act." (March 2023). 2023 Annual Conference, *American Society for Public Administration*, virtual conference.
- 2022 With McShea, Melissa; Hixson, Daniel; and Shiovitz, Joseph. "The priorities of federal offices of inspector general (OIGs): An analysis of personnel and budgetary data of a sample of OIGs." (April 2022). 79th Annual Midwest Political Science Conference, Midwest Political Science Association, Chicago, Illinois.
- 2021 With Binns, Chelsea. "Artificial intelligence-based crime detection: Case studies analyzing the Twitter data on two major organizations." (June 2021). Annual Conference, *Asian Criminological Society*, virtual conference.
- 2021 With Sharma, Reeti; Arty, Kristi; and Chanenson, Steven L. "An independence index: A tool to evaluate and improve inspectors general." (April 2021). 2021 Annual Conference, *American Society for Public Administration*, virtual conference.

- 2021 With Rubin-DeSimone, Alonso J.; and Elias, Nicole M. "Transgender and Gender Non-Binary Healthcare Coverage in State Medicaid Programs: Recommendations for More Equitable Approaches." (February 2021). Advocacy Day, *Callen-Lorde*, virtual conference.
- 2020 "Offices of Inspector General and Reputation Management." (*Cancelled due to COVID*). 24th Annual Conference, International Research Society for Public Management, Tampere, Finland.
- 2020 With Rubin-DeSimone, Alonso J., and Elias, Nicole M. "Transgender and Gender Non-Binary Healthcare Coverage in State Medicaid Programs: Recommendations for More Equitable Approaches" (*Cancelled due to COVID*). 2020 Annual Conference, *American Society for Public Administration*.
- 2020 With Binns, Chelsea A. "*Crime control in the hotel and homesharing industry.*" (*Cancelled due to COVID*). 2020 Annual Meeting, *Academy of Criminal Justice Sciences*.
- 2019 "The Effectiveness of Offices of Inspector General." (November 2019). 2019 Conference, *Northeast Conference on Public Administration*, Brooklyn, New York.
- 2019 With Rubin-DeSimone, Alonso J. "Transgender and Gender Non-Binary Healthcare Coverage in State Medicaid Programs: Recommendations for More Equitable Approaches." (November 2019). 2019 Conference, *Northeast Conference on Public Administration*, Brooklyn, New York.
- 2019 With O'Leary, Rosemary; Getha-Taylor, Heather; and Grayer, Misty. "What the Collaborative Governance Research Agenda on Trust Can Learn from the Literatures of Law, Conflict Resolution, and Psychology." (April 2019). 2019 Conference, *International Research Society for Public Management*, Wellington, New Zealand.
- 2019 "Assessing Offices of Inspector General." (March 2019). 2019 Annual Conference, *American Society for Public Administration*, Washington, DC.
- 2018 "Using Literature in Public Administration Classes." (November 2018). 2018 Conference, *Northeast Conference on Public Administration*, Baltimore, Maryland.
- 2018 "The Public Value of Traditional Accountability Efforts." (April 2018). 2018 Conference, *International Research Society for Public Management*, Edinburgh, Scotland.
- 2018 With Lu, Elaine Yi; Shapiro, David; and Sampath, Vijay. "Subnational Offices of Inspectors General and Anti-Corruption: A Panel Study of the Impact of OIGs on Public Corruption in the US." (March 2018). 2018 Annual Conference, *American Society for Public Administration*, Denver, Colorado.

- 2017 "The Public Value of Pluralism in the Context of Accountability." (September 2017). Annual Meeting, *American Political Science Association*, San Francisco, California.
- 2017 With O'Leary, Rosemary; Getha-Taylor, Heather; and Grayer, Misty. "What the Collaborative Governance Research Agenda on Trust Can Learn from the Literatures of Law, Conflict Resolution, and Psychology." (March 2017). American Society for Public Administration Annual Conference, Atlanta, Georgia.
- 2016 With Graycar, Adam. "Government Accountability: Comparing Watchdog Authority and Independence in Two Countries." (June 2016). *Hong Kong University-University of Southern California-International Public Policy Association Conference on Public Policy*, Hong Kong, China.
- 2016 "The IG in Theory and Practice – How Structure Impacts Performance, including Independence and Objectivity." (June 2016). *8th Sino-U.S. International Conference for Public Administration*, Beijing, China.
- 2016 With Cabrera, Jessica. (March 2016). "Political Pressures on OIG Independence." *American Society for Public Administration Annual Conference*, Seattle, WA.
- 2015 With Cohen, Steve. "Managing Overlapping Jurisdictions of Government Accountability Organizations. (October 2015). *Northeast Council of Public Administration Conference*, Arlington, VA.
- 2015 "Designing Accountability: The Institutionalization of Offices of Inspectors General." (May 2015). Annual meeting, *Law & Society Association*, Seattle, Washington.
- 2014 "Examining the Diffusion of State and Local Offices of Inspector General." (April 2014). *Midwest Political Science Association*, Chicago, Illinois.
- 2012 With Romzek, Barbara; LeRoux, Kelly M.; Johnson, Jocelyn; and Piatak, Jaclyn S. (November 2012). "A Closer Look at Nonprofits in Multi-Sector Networks: Can Informal Accountability Overcome Goal Conflict?" *Association for Research on Nonprofit Organizations and Voluntary Action*, Indianapolis, Indiana.
- 2012 With Romzek, Barbara; LeRoux, Kelly M.; Johnson, Jocelyn; and Piatak, Jaclyn S. (August 2012). "Hierarchical Differences within Service Delivery Networks: The Role of Street-Level Workers in Shaping Informal Accountability." *American Political Science Association*, New Orleans, Louisiana.
- 2012 With Romzek, Barbara; LeRoux, Kelly M.; Johnson, Jocelyn; and Piatak, Jaclyn S. (April 2012). "Hierarchical Differences within Service Delivery Networks: The Role of Street-Level Workers in Shaping Informal Accountability." *Midwest Political Science Association*, Chicago, Illinois.

- 2012 "Organizational Structure and Bureaucratic Independence: Offices of Inspectors General and Political Influence." (April 2012). *Midwest Political Science Association*, Chicago, Illinois.
- 2011 With Johnston, Jocelyn; LeRoux, Kelly M.; Romzek, Barbara; Blackmar, Jeannette; and Jaclyn Schede. "Beyond Structure: Informal Accountability in Networks." (October 2011). *National Association of Schools of Public Affairs and Administration Conference*. Kansas City, Missouri.
- 2011 With Johnston, Jocelyn; LeRoux, Kelly M.; Romzek, Barbara; Blackmar, Jeannette; and Jaclyn Schede. (September 2011). "Beyond Structure: Informal Accountability in Networks." *American Political Science Association*, Seattle, Washington.
- 2011 With Johnston, Jocelyn; LeRoux, Kelly M.; Romzek, Barbara; Blackmar, Jeannette; and Jaclyn Schede. (June 2011). "Informal Accountability Dynamics within Service Delivery Networks." *Public Management Research Conference*, Syracuse, New York.
- 2011 With Johnston, Jocelyn; LeRoux, Kelly M.; Romzek, Barbara; Blackmar, Jeannette; and Jaclyn Schede. (April 2011). "Beyond Structure: Informal Accountability in Networks." *International Research Symposium on Public Management*, Dublin, Ireland.
- 2011 With Johnston, Jocelyn; LeRoux, Kelly M.; Romzek, Barbara; Blackmar, Jeannette; and Jaclyn Schede. (April 2011). "Beyond Structure: Informal Accountability between Networks." *Midwest Political Science Association*, Chicago, Illinois.
- 2011 With Johnston, Jocelyn; LeRoux, Kelly M.; Romzek, Barbara; Blackmar, Jeannette; and Jaclyn Schede. (March 2011). "Beyond Structure: Informal Accountability in Networks." *American Society for Public Administration Conference*, Baltimore, Maryland.

Campus or Departmental Talks

- 2022 With Kling, Jennifer; Wren, Colin; and Vandagriff, Susan. (April 2022). "Publishing a Book- A Panel Discussion." Office of Research, University of Colorado Colorado Springs, Colorado Springs, Colorado.
- 2015 "Political Control and Independence: Offices of Inspector General." (January 2015). Research Brown Bag Lunch, Department of Public Management, John Jay College of Criminal Justice, New York, New York.
- 2014 "Accountability Remade: The Diffusion and Reinvention of Offices of Inspectors General." (May 2014). University of Kansas, Institute for Policy & Social Research, Research Fellowship Program, Lawrence, Kansas.

- 2010 "Political Influences on Federal Offices of Inspector General." (December 2010). Doctoral Research Symposium, Department of Public Administration, University of Kansas, Lawrence, Kansas.

Conferences Organized

- 2023 With Chanenson, Steven L. The Office of Inspector General Author Consortium. (May 2023). Villanova University Charles Widger School of Law, Philadelphia, Pennsylvania.

Conference Panels Organized

- 2025 With Moldavanova, Alisa, and Chen, Wendy. (April 2025). "Technological Innovation and Public Administration Research: An Editorial Perspective." 2024 Annual Conference, *American Society for Public Administration*, Washington, D.C.
- 2024 "Government Accountability and Offices of Inspector General." (April 2024). 2024 Annual Conference, *American Society for Public Administration*, Minneapolis, Minnesota.
- 2024 With Moldavanova, Alisa; and Paez Nichols, Angela. (April 2024). "Balancing Innovation, Relevance, and Rigor in Public Administration Research." 2024 Annual Conference, *American Society for Public Administration*, Minneapolis, Minnesota.
- 2019 "Government Accountability: From Theory to Practice." (November 2019). 2019 Conference, *Northeast Conference on Public Administration*, Brooklyn, New York.

Discussant

- 2024 "Government Accountability and Offices of Inspector General." (April 2024). 2024 Annual Conference, *American Society for Public Administration*, Minneapolis, Minnesota.
- 2018 Masters of Public Administration Student Panel. (November 2018). Northeast Conference of Public Administration Annual Conference, Baltimore, Maryland.
- 2017 Masters of Public Administration Student Panel. (November 2017). Northeast Conference of Public Administration Annual Conference, Burlington, Vermont.
- 2017 Panel on Organizational Accountability. (July 2017). American Political Science Association Annual Meeting, San Francisco, California.

GRANTS AND FELLOWSHIPS

External Funds Awarded

- 2024-2025 Legal and editing consultant for “A Nation without Cigarettes: The Criminal Justice and Public Policy Implications of the FDA’s Proposed Cigarette Ban.” John Jay College of Criminal Justice. (\$10,000)
- 2020 Co-PI with Binns, Chelsea A. Research Funds, American Society of Industrial Security-International (ASIS-International), “Using social media to gather security intelligence.” (\$42,000).

Internal Funds Awarded

- 2016-2017 Cycle 47, Professional Staff Congress of the City University of New York (PSC-CUNY) Research Award, “Managing Jurisdictional Issues of Accountability Organizations.” (\$6,000).
- 2016 Faculty Fellow, D3: Discover, Design, and Develop: Creating an Online Course (Health Services Fraud, Waste, and Abuse). John Jay College of Criminal Justice, John Jay Online. (\$2,000).
- 2015-2016 Cycle 46, Professional Staff Congress of the City University of New York (PSC-CUNY) Research Award, “Organizational Structure and Bureaucratic Independence: Offices of Inspectors General and Political Influence.” (\$1,647.60).
- 2013-2014 Doctoral Research Fellow, Institute for Policy & Social Research, University of Kansas.
- 2010-2014 Graduate Fellow, Office of Graduate Studies and the College of Liberal Arts & Sciences, University of Kansas.

Unfunded Proposals

- 2022 Co-PI with Binns, Chelsea A. Research Funds to study the Application & Influence of Security Risk Management (SRM): Informing the Security Professional in Achieving Efficacy, American Society of Industrial Security-International (ASIS-International), Tentative Title: “Using Social Media to Assess Organization Risk.” (\$40,000).
- 2020 Co-PI with Binns, Chelsea A. US Department of State, INL Grant, “SAMS Domestic Western Hemisphere Regional Transnational Crime Assessment and Analysis,” Financial Criminal Analysis Section. (\$920,280.00).

COURSES TAUGHT

University of Colorado Colorado Springs, Colorado Springs, Colorado

Master's Level Courses

Administrative Law: Spring 2022 (in person); Spring 2024 (online)

Capstone Seminar: Spring 2022 (hybrid); Spring 2023 (hybrid); Spring 2024 (hybrid); Spring 2025 (hybrid).

Collaboration Across Sectors: Fall 2023 (in person); Fall 2025 (in person).

Health Care Policy: Spring 2021 (online).

Independent Study: Summer 2022; Spring 2021 (two students); Fall 2020.

Introduction to Public Administration and Public Service: Fall 2021 (in person); Spring 2023 (online); Fall 2024 (in person).

Local Government Policy and Administration: Spring 2023 (in person); Fall 2024 (online).

Organizational Behavior and Management: Fall 2021 (online); Spring 2021 (online); Fall 2020 (online); Fall 2022 (online); Fall 2023 (online); Fall 2024 (online); Spring 2025 (in person); Fall 2025 (online).

Other teaching activities

Reader for Mitchell Howard's MPA capstone project. Fall 2025. Topic: CCAP Freeze at Douglas County Human Services.

Reader for Chris Kaplan's MPA capstone project. Fall 2025. Topic: Public Transit Customer Experience Strategies.

Committee Member of Evan Field's MPA thesis committee. Fall 2024- Spring 2025. Topic: Accessibility Measures to Participate in Public Meetings Based on Municipal Government Type.

Committee chair of Shannon Rishky's MPA thesis committee. Fall 2024-Summer 2025. Topic: Big Box Chain Grocers, Neo-Liberal Tax Abatements, and the City of Colorado Springs, Colorado's Revenue Stream.

Reader for Kayle Lingo's MPA capstone project. Fall 2024. Topic: The University of Colorado's implementation of FAMLI Leave.

Committee Member of Daniel Hixson's dissertation committee. Spring 2024 to Fall 2024. Topic: Federal Appropriations to the NSF for the COMPETES and COMPETES Reauthorization Acts.

Committee Member of Tong Chen's dissertation committee (Rutgers University). Spring 2024 to present. Topic: The Portrait of Public Corruption in the U.S.: What Does Big Data Reveal?

Committee member of Clayton S. Lobaugh's MPA thesis committee. Spring 2024. Topic: The Impact of Performance-Based Funding on College Completion in New Mexico.

Reader for Joseph Bolton's MPA capstone project. Fall 2023. Topic: How to Increase Effectiveness and Efficiency of Resource Allocation at Pop Warner Little Scholars.

Reader for Shannon Trujillo's MPA capstone project. Fall 2023. Evaluating Training about Intimate Partner Violence at Colorado State University Pueblo.

Committee chair of Reeti Sharma's MPA thesis committee. Fall 2022-Summer 2023. Topic: Evaluating the Impact of Restorative Justice Practices on Dropout Numbers at North High School in Denver Colorado.

Reader for Henry Batty's MPA capstone project. Fall 2022. Topic: Why does Colorado's 4th Judicial District Have a Higher Felony Filing Rate than the 1st, 2nd, 17th, and 18th Judicial Districts?

Reader for Justus Balsys's MPA capstone project. Fall 2022. Considering Efficiencies that Could Arise with the Creation of State of Nebraska Department of Motor Vehicle Service Centers.

Reader for Regina Alflen's MPA capstone project. Fall 2022. Flexible Work Agreements and the Positive Impact on Women with Families.

Committee member of Alexandra LaHoud's MPA thesis committee. Fall 2021. Topic: Turnover Intentions of Millennials in the Nonprofit Sector.

John Jay College of Criminal Justice, New York, New York

Master's Level Courses

Ethics, Integrity, and Accountability: Fall 2015 (two sections, one online); Spring 2015; Fall 2014.

Fraud, Waste, Abuse, and Corruption: Spring 2020; Spring 2019; Spring 2018 (online); Spring 2017 (online); Fall 2015; Fall 2014.

Health Care Fraud, Waste, and Abuse: Fall 2019; Fall 2018 (two sections, one online); Fall 2017 (online); Fall 2016 (online).

Independent Study: Fall 2019; Fall 2018 (two sections); Fall 2017; Fall 2015.

Master of Public Administration Capstone: Spring 2020.

Organizational Theory: Spring 2020; Fall 2019; Spring 2019; Spring 2018 (two sections, one online); Fall 2016 (two sections, one online); Spring 2016 (online); Spring 2015 (two sections).

Other Teaching Activities

Co-Chair of Jessica C. Cabrera's dissertation committee. Spring 2015 to Spring 2023.
Topic: Complaint Handling in Offices of Inspector General.

Faculty Mentor to Segun Olaniyi, Graduate Fellow, Office of Student Research and Creativity. Fall 2018 to Spring 2019. Topic: Evaluating New York State's Approach to Addressing Fraud in Home Health Care.

University of Kansas, School of Public Affairs and Administration, Lawrence, Kansas

Undergraduate Level Courses

Public Policy Analysis: Fall 2013; Spring 2014.

Master's Level Courses

Ethics in Public Administration: Spring 2013.

Northwestern Polytechnical University, English Department, Xi'an, People's Republic of China

Undergraduate Courses Taught

American and British Culture: Fall 2003 (2 sections), Spring 2004 (2 sections).

Audio-Visual English: Fall 2003.

Comparative Public Policy: Fall 2003.

Public International Law: Fall 2003.

Research and Writing: Spring 2004.

RECOGNITIONS

- 2021, 2022 Nominee, Outstanding Research Mentorship Award, Office of Research,
University of Colorado Colorado Springs
- 2015 Dissertation Honors, School of Public Affairs and Administration, University of Kansas
- 2014 Nominee, Argersinger Dissertation Award, Graduate Studies, University of Kansas
- 2013 Comprehensive Exams Honors, School of Public Affairs and Administration, University of
Kansas
- 2004 “Most Devoted Foreign Teacher,” English Department, Northwestern Polytechnical
University
- 1993 Kahrs, Nelson, Fanning, Hite, & Kellogg Honors Scholar, School of Law, University of
Kansas
- 1991 Dorothy Haas Siegel Music Award Recipient, Brandeis University

PROFESSIONAL ORGANIZATIONS

- International Research Society for Public Management, 2018- 2020
- American Society for Public Administration, 2015- present
- Northeast Conference on Public Administration, 2015- 2020
- Law & Society, 2014- 2016
- Public Management Research Association, 2012- 2013
- American Political Science Association, 2011- 2018, 2022- present
- Midwest Political Science Association, 2011- 2014, 2022- present
- Association of Inspectors General, 2007- present

Bar Admissions

- Member of the Missouri Bar (license currently inactive), 1997- present

Member of the Kansas Bar (license currently inactive), 1996- present

SERVICE

To the Profession

Manuscript reviewer.

Discover Artificial Intelligence.
International Journal of Public Administration.
Journal of Policy Practice and Research.
Open Journal for Social Sciences.
Public Administration Review.
Public Integrity.
Public Performance & Management Review.
Public Personnel Management.
Review of Public Personnel Administration.

Book proposal reviewer.

Sage.
Springer.

Chair (Spring 2025- present), Chair Elect (Spring 2023-Spring 2025), Executive Board Member (Fall 2019-Spring 2023), Election Committee Chair/Member (2020, 2024), Book Award Committee Chair (2021-2022). Section on Public Administration Research, American Society for Public Administration, 2020-present

Member (Fall 2019- present). Section for Women in Public Administration, American Society for Public Administration.

To the University of Colorado

Representative. University of Colorado Colorado Springs Diversity, Equity, and Inclusion Committee for University of Colorado Presidential Search, Spring 2022.

To the University of Colorado Colorado Springs

Member, College of Public Service Dean's Search Committee. (Fall 2024).

Member. Service Equity Task Force Advisory Committee. (Fall 2023 – Spring 2024).

College of Public Service Representative. Faculty Representative Assembly (Fall 2023- Spring 2024).

Outgoing Chair (Fall 2024-Spring 2026); Chair (Fall 2023- Spring 2024), Co-Chair (Fall 2022-Spring 2023), Member (Fall 2021- Spring 2022), Mini-grant reviewer (Fall 2021). Faculty Assembly Committee on Women.

Representative. Diversity, Equity, and Inclusion Committee for the Vice Chancellor of Enrollment Management Search (Fall 2022).

Faculty advisor. Women in the Public Sphere, student group, Fall 2020-present.

To the College of Public Services, University of Colorado Colorado Springs

Member, Dean's Search Committee, Spring 2025.

Chair, Public Administration Tenure-Track Faculty Search, 2024-2025.

Member, Primary Unit Evaluation Committee, Fall 2025.

Member, Post-Tenure Review, Primary Unit Evaluation Committee, Fall 2025.

Organizer. College Writing Retreats, Spring 2023, Fall 2023, Spring 2024, Fall 2024, Spring 2025, Fall 2025.

Coordinator. Presentation on APA Citation Style by Tabatha Farney, UCCS librarian, Fall 2021, Fall 2022, Fall 2023, Fall 2024.

Member. Social Work Tenure Track Faculty Member Search Committee, Fall 2022.

Member. Criminal Justice Instructor Search Committee, Spring 2021.

Interviewer and Moderator. "reCentering Public Life after COVID," Fall 2020.

To the Department of Public Administration, University of Colorado Colorado Springs

Chair, Primary Unit Evaluation Committee, Professor Emeritus Applications. Fall 2024.

Organizer. MPA Campus Open House. Spring 2025.

Organizer. MPA Open House for City and County Employees, Fall 2022, Fall 2023, Fall 2024.

Member. Colorado Capital Conference Stipend Review Committee, Spring 2023.

Member. Scholarship Review Committee, Spring 2021, Spring 2022, Spring 2023.

Presenter. "What Should Public Management at UCCS SPA Look Like?" Spring 2021.

To John Jay College of Criminal Justice

Presenter with Kathleen Collins, "Using Literature in Non-Literature Classes," John Jay College of Criminal Justice, Faculty Development Day, Fall 2018.

Member, John Jay College of Criminal Justice Strategic Planning Committee, Subcommittee for Goal #6, "Develop Health-Related Academic Programs and Comprehensive Pre-Health Advisement," Fall 2015.

To the Department of Public Management, John Jay College of Criminal Justice

Member. Grade Appeals Committee, Fall 2018- Spring 2020.

Deputy Director. West Point Master of Public Administration Program, Fall 2017- Spring 2018.

Member. Curriculum Committee, Fall 2017- Spring 2018.

Member. Differential Tuition Subcommittee, Fall 2015- Spring 2018.

Deputy Director. Health Care Services Inspection and Oversight Advanced Certificate and Specialization within the Master of Public Administration-Inspection and Oversight, Fall 2015- Spring 2017.

Member. Strategic Planning Committee, Spring 2015- Spring 2017.

Course Developer for a new specialization in health care inspection and oversight for the Master of Public Administration-Inspection and Oversight degree. Fall 2014- Spring 2017.

Other Service

President. Doctoral Student Association, University of Kansas, School of Public Affairs and Administration, 2013-2014

SPECIAL TRAINING

2024-2025 Faculty Leadership Development Academy, University of Colorado Colorado Springs, Provost's Office.

2024 Bias in the RPT Process. University of Colorado Colorado Springs, Project CREST.

- 2024 Beyond Borders: The History of the Arab-Israeli Conflict. Temple Sha+lom. Colorado Springs.
- 2023-present Community of Practice: Learning and Implementing Ungrading Concepts/Reimagining Grading. University of Colorado Colorado Springs, Faculty Resource Center.
- 2023 Knapsack Institute, Training for Teaching and Research. University of Colorado Colorado Springs, Matrix Center for the Advancement of Social Equity and Inclusion.
- 2023 14-Day Writing Challenge, Summer 2023. National Center for Faculty Development and Diversity.
- 2022 Workshop: Every Semester Needs a Plan. National Center for Faculty Development and Diversity.
- 2022 14-Day Writing Challenge, Spring 2022. National Center for Faculty Development and Diversity.
- 2017 Workshop: News Literacy Matters. John Jay College of Criminal Justice, Teaching and Learning Center.
- 2017 Workshop: Teaching in Difficult Times. John Jay College of Criminal Justice, Teaching and Learning Center.
- 2016 Workshop: New Technologies for Online Teaching; John Jay College of Criminal Justice, Pedagogy and Technology Training Program.
- 2016 Workshop: Teaching Online: John Jay College of Criminal Justice, Pedagogy and Technology Training Program.

GOVERNMENT EXPERIENCE

Kansas Health Policy Authority, Topeka, Kansas

Inspector General, September 2007 – October 2008

- Initiated the first statutorily created office of inspector general in Kansas.
- Managed a staff of four to audit, investigate, and review programs and operations for efficiency, effectiveness, fraud, and abuse.

Kansas Board of Regents, Topeka, Kansas

Associate General Counsel, April 2007 – September 2007

Interim General Counsel, October 2006 – April 2007

Associate General Counsel, March 2005 – October 2006, November 2001 – May 2003

- Served as legal counsel to the nine-person Board of Regents and its staff.
- Drafted policies and regulations related to the Board oversight of public higher education institutions.

Kansas Legislature, Topeka, Kansas

Auditor, Kansas Legislative Division of Post Audit, May 1998 – November 2001

- Supervised and worked with teams of auditors to determine and report whether state agencies perform regulatory duties efficiently and effectively.
- Wrote work papers and audit plans in accordance with generally accepted government auditing standards.
- Presented completed audit findings orally and in written form to legislators.

Research Associate, Kansas Legislative Research Department, August 1997 – May 1998

- Provided written and oral policy analysis for legislators and legislative committees.
- Summarized legislation, bills, and legislative committee activities for office publications.

Kansas Supreme Court, Topeka, Kansas

Research Attorney for the Honorable Robert E. Davis, August 1996 – July 1997

- Wrote prehearing memoranda summarizing and evaluating appellate briefs and relevant law for Justices of the Kansas Supreme Court.
- Assisted Justice Davis with writing his opinions for the Court.

NONPROFIT EXPERIENCE

Temple Beth Sholom, Topeka, Kansas

Co-Chair, Planned Giving Campaign, 2012 to 2014

Chair, Endowment Board of Trustees, 2011 to 2014

Board Vice President, 2010-2011

Board member, 2008-2010

Board Secretary, 2006-2008

Mainstream, Inc., Topeka, Kansas

Operations Officer, November 2008 – February 2009

- Provided legal assistance to members of the Kansas Nonprofit Association, the Missouri Nonprofit Association, and the Nebraska Nonprofit Association.
- Drafted grant requests to foundations and corporate funders.
- Issued press releases and biweekly news updates related to the nonprofit sector.

Women Attorneys Association of Topeka, Topeka, Kansas

Treasurer, 2006-2007

Secretary, 2005-2006

Jewish Community Relations Bureau/American Jewish Committee, Overland Park, Kansas

Community Relations Associate, September – December 2004

- Assisted in planning and organizing annual fundraising dinner.