

**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

## **Academic, Government, Military and Professional Positions**

### **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**

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

Collaborative Institutional Training Initiative (CITI), North Carolina State University. (2019).

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

## Professional Memberships

PA Theory Network. (2021 - Present).

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

Colorado Nonprofit Association. (2020 - Present).

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

Academy of Management. (2019 - 2020).

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

International Society for Third-Sector Research. (2017 - 2018).

## Development Activities Attended

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

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

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

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

Retreat, "Living Systems Women's Leadership Retreat," Biomimicry for Social Innovation. (September 2021).

Webinar, "Introduction to R Bootcamp," ARNOVA's Data and Analytics Section. (September 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, 1 course.

PAD 5001, Intro Pub Admin/Pub Serv, 1 course.  
PAD 5140, Nonprofit Financial Management, 2 courses.  
PAD 5150, Achieving Funding Diversity, 1 course.  
PAD 5361, Capstone Seminar, 1 course.  
PAD 6950, Masters Thesis, 4 courses.

## **Non-Credit Instruction**

Guest Lecture, UCCS. (October 2021).

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

Guest Lecture, University of Georgia. (2016).

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

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

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

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

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

Management/Executive Development, City of Santa Fe Velocity Project. (2013).

Management/Executive Development, Santa Fe Council on International Relations. (2013).

Management/Executive Development, Center for Nonprofit Excellence. (2010 - 2013).

Management/Executive Development, Clifton Gunderson. (2011 - 2012).

Management/Executive Development, Los Alamos Small Business Development Center. (2011 - 2012).

Management/Executive Development, National Association of Women Business Owners. (2011).

Management/Executive Development, New Mexico Business Weekly. (2011).

Management/Executive Development, Santa Fe Business Incubator. (2011).

Management/Executive Development, Santa Fe Small Business Development Center. (2011).

Management/Executive Development, Waddell & Reed. (2011).

Management/Executive Development, WESST. (2011).

Management/Executive Development, Young Nonprofit Professionals Network. (2011).

## **Directed Student Learning**

Capstone Committee Member, "The future effect of standardized testing in the college admissions process: Will making these tests optional create more diversity and easier access to education for socioeconomic disadvantage population?." (January 2021 - Present).  
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

## RESEARCH

### Published Intellectual Contributions

#### Refereed Journal Articles

Berrett, J. L. (2021). Linking Overhead Expenses and Nonprofit Effectiveness: Evidence from Habitat for Humanity. *Nonprofit Management & Leadership*.

Hung, C., Berrett, J. L. (2021). Service Delivery Under Pressure: The Effect of Donor-Imposed Financial Restrictions. *Public Performance & Management Review*, 1-22.

Ba, Y. (Graduate), 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.

#### 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. (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. (Author & Presenter), 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. (Author & Presenter), Public Management Research Conference, "Service Delivery Under Pressure: The Effect of Donor-Imposed Financial Restrictions," Public Management Research Association, Virtual. (2021).

Berrett, J. L. (Author), 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. (November 2021).

Ba, Y., Berrett, J. L. (Author & Presenter), Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Government attention and nonprofit performance: Is there a link?," Virtual. (November 2021).

Berrett, J. L. (Presenter), Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Myth Busters: Low Overhead," Virtual. (November 2021).

- Hung, C., Berrett, J. L. (Author & Presenter), 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. (November 2021).
- Berrett, J. L. (Author), Sudweeks, J., Association for Research on Nonprofit Organizations and Voluntary Action Conference, "Nonprofit Leaders' Perceptions of Organizational Efficiency: Influences and Accuracy," Virtual. (November 2021).
- Hung, C., Berrett, J. L. (Author), International Society for Third-Sector Research Conference, "The Intersection of Commercialization, Professionalization, Volunteerism, and Efficiency," Virtual (accepted, but did not attend due to COVID-19. (July 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," TBD, Raleigh, NC. (2016).

## **Media Contributions**

### **Internet**

Hrywna, M. "Research: Restricted Gifts Have A Negative Effect." The NonProfit Times. (2021).

Kennedy, P. "Nonprofit Efficiency Measures." Cover & Rossiter CPAs. (2019).

Coupet, J. & Shipman, M. "Study: Widely Used Nonprofit Efficiency Tool Doesn't Work." North Carolina State University News. (2018).

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).

### **Newspaper**

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

## **Awards and Honors**

Faculty Research Travel Supplemental Support Program, UCCS Office of Research. (2021).

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**

### **Journal Articles**

Hung, C., Berrett, J. L. Commercialization and Efficiency: Evidence from Performing Arts Nonprofit Organizations. *Voluntas*.

Berrett, J. L., Williams, T., Minkowitz, H., Lahoud, A. (Graduate) Efficiency, effectiveness, and equity: how nonprofit leaders prioritize public values. *The American Review of Public Administration*.

Hung, C., Berrett, J. L. Nonprofit Commercialization: Underlying Mechanisms of the Effect on Free Access in Performing Arts Organizations. *Nonprofit & Voluntary Sector Quarterly*.



Berrett, J. L., Sudweeks, J. Nonprofit Leaders' Perceptions of Organizational Efficiency: Influences and Accuracy. *Nonprofit Management & Leadership*.

## **Research Currently in Progress**

"A Theoretical and Practical Comparison of Nonprofit Efficiency" (Writing Results).

"Applying New Methods to Old Questions: Revisiting the Effect of Revenue Concentration on Nonprofit Efficiency" (Writing Results).

"Government attention and nonprofit performance: a link across boundaries" (Writing Results).

## **SERVICE**

### **University Service**

UCCS Search Committee for Department of Social Work. (August 2021 - Present).

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

Member, UCCS MPA Marketing and Recruitment Committee. (2021 - Present).

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

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

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**

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**

Committee Member, The Place. (November 2021 - Present).

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

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

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).

## **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).