

# Cleopatra Charles

## **Title and Address:**

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## **Education**

Ph.D. Public Policy and Administration, Martin School of Public Policy and Administration, University of Kentucky, December 2008

MPA, School of Public Affairs, Baruch College, City University of New York, January 2003

B.A., Weissman School of Arts and Sciences, Baruch College, City University of New York, February 2000

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## **Honors and Awards**

### **Fellowships**

NYU Postdoctoral and Transition Program for Academic Diversity Fellowship, 2009 - 2010

Institute for Federalism and Intergovernmental Relations Doctoral Fellowship, 2007 - 2008 (tuition and stipend without service requirement)

Graduate School Academic Year Fellowship, University of Kentucky, 2005-2006 (tuition and stipend without service requirement)

### **Professional Awards and Honors**

ASAE Foundation Travel Award, Institute for Nonprofit Research, Education, and Engagement, 2014 (\$2,500)

Western Social Science Association PFB Section Best Manuscript Award, 2010

Conference travel awards, Martin School of Public Policy and Administration, University of Kentucky, 2007 - 2008 (various amounts)

Pi Alpha Alpha National Honor Society of Public Affairs and Administration, 2002

Mary and Abraham D. Beame Scholarship (for outstanding academic performance), 2002

Kaufmann Entrepreneurial Internship, 2001

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## **Employment History**

### **Titles or Assignments within Positions Held**

11/2014 – 06/2017 Faculty Senator representing School of Public Affairs and Administration, Rutgers University, Newark, NJ

09/2010-ongoing Member, MPA Executive Committee, School of Public Affairs and Administration, Rutgers University, Newark, NJ

09/2013-03/2014 Member, Faculty Search Committee (Nonprofit Management)

09/2012-12/2013 Chair, MPA Curriculum Subcommittee, School of Public Affairs and Administration, Rutgers University, Newark, NJ

06/2011-12/2012 Director, Online Certificate in Government and Nonprofit Financial Management, School of Public Affairs and Administration, Rutgers University, Newark, NJ

09/2009-05/2010 Member, New York University Postdoctoral and Transition Program for Academic Diversity Fellowship Search Committee, Robert F. Wagner Graduate School of Public Service, New York, NY

### **Positions Held**

09/2010-ongoing Assistant Professor of Public Budgeting and Financial Management, School of Public Affairs and Administration, Rutgers University, Newark, NJ

06/2011-12/2012 Director, Online Certificate in Government and Nonprofit Financial Management, School of Public Affairs and Administration, Rutgers University, Newark, NJ

01/2009-08/2010 Postdoctoral Fellow, Robert F. Wagner Graduate School of Public Service, New York University, New York, NY

08/2005-12/2008 Research Assistant, University of Kentucky, Lexington, KY

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### **Publications**

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#### **Chapters in Books or Monographs**

Yusuf, W., Fowles, J., **Grizzle, C.** and Liu, Gao. (2012). State Fiscal Constraints on Local Government Borrowing: Effects on Scale and Cost. In Jonathan Justice, Helisse Levine, and Eric Scorsone (Eds.), *Handbook of Fiscal Health* (pp. 475-504). Sudbury, Massachusetts, Jones and Bartlett, Learning.

**Charles, C.** and R. Brunn. (2010). Beating the Odds: Female Faculty, Students and Administrators in Schools of Public Affairs. In Maria J. D'Agostino and Helisse Levine (Eds.), *Women in Public Administration: Theory and Practice* (pp. 239-250). Sudbury, Massachusetts, Jones and Bartlett Learning.

#### **Articles in Refereed Journals**

**Grizzle, C.**, Sloan, M. F., and Kim, M. (Accepted for publication). "A Look at the Factors that Influence the Size of Nonprofit Operating Reserves." *Journal of Public Budgeting, Accounting and Financial Management*

**Grizzle, C.** and Sloan, M. F. (Accepted for publication). "Assessing Changing Accountability Structures Created by Emerging Equity Markets in the Nonprofit Sector." *Public Administration Quarterly*

Sloan, M. F., **Grizzle, C.** and Kim, M. (Accepted for publication). "What Happens on a Rainy Day? How Nonprofit Human Service Organizations Create, Maintain, and Utilize Operating Reserves." *Journal of Nonprofit Education and Leadership*

Beckett-Camarata, J. and **Grizzle, C.** (2014). "The Financial Crisis in Harrisburg, Pennsylvania." *Public Finance and Management*, 14 (1), 5-29.

Sloan, M. F. and **Grizzle, C.** (2014). "Assessing the Impact of Federal Funding on Nonprofit Program Spending." *Public Budgeting and Finance*, 34(2): 44-62.

**Grizzle, C.** (2012). "Revenue Diversification in the States: The Credit Quality and Interest Cost Impacts." *Municipal Finance Journal*, 33(1), 39 - 58.

Calabrese, T. and **Grizzle, C.** (2012). "Debt, Donors, and the Decision to Give." *Journal of Public Budgeting, Accounting and Financial Management*, 24 (2), 221-254.

**Grizzle, C.** (2011). "For Better or for Worse: The Impact of Tax and Expenditure Limitations on State Expenditure." *Journal of Public Budgeting, Accounting and Financial Management*, 23 (1), 26-45.

**Grizzle, C.** (2010). "The Impact of Budget Stabilization Funds on State General Obligation Bond Ratings." *Public Budgeting and Finance*, 30(2): 95–111.

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## **Teaching Activities**

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### **Curricular Development - Courses and Programs Developed**

06/2011-12/2012 Establishment of an online certificate program in government and nonprofit financial management

### **Courses Taught**

Government Budgeting and Resource Acquisition, Graduate, Rutgers University, Fall 2013, Fall 2014

Government and the Nonprofit Sector, Undergraduate, Rutgers University, Spring 2012, Spring 2013, Spring 2015

Nonprofit Budgeting, Online Graduate, Rutgers University, Summer 2012, Winter 2015

Nonprofit Budgeting, Graduate, Rutgers University, Spring 2013, Spring 2015

Public Organizations, Graduate, Rutgers University, Fall 2012

Strategic Planning, Graduate, Rutgers University, Spring 2011

Public Budgeting Systems, Graduate, Rutgers University, Summer 2011, Fall 2011, Spring 2012, Fall 2012, Fall 2014

Public Financial Management, Graduate, Rutgers University, Fall 2010, Spring 2011, Fall 2011, Fall 2013

Financial Management for Public, Nonprofit, & Health Organizations, Graduate, New York University, Spring 2009, Summer 2009, Fall 2009

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## **Conference Presentations, Lectures, Demonstrations**

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### **Invited Addresses**

"Revenue Diversification in the States: The Credit Quality and Interest Cost Impacts," Public Budgeting Presentation, University of Maryland School of Public Policy, College Park, Maryland, November 14, 2012.

"Revenue Diversification in the States: The Credit Quality and Interest Cost Impacts," 2011 - 2012 Speaker Series, University of Connecticut Department of Public Policy, West Hartford, Connecticut, October 5, 2011.

"The Impact of Revenue Diversification on State Credit Quality," SPAA Research Colloquium, Rutgers University - SPAA, Newark, New Jersey, September 21, 2011.

"Rainy Day Funds, Credit Ratings and Borrowing Costs: New Evidence from State General Obligation Bonds," 2009 Seminar Series, Baruch College, New York, New York, March 25, 2009.

### **Papers, Abstracts, and Lectures**

"The Disconnect Between Academic Understanding of Nonprofit Operating Reserves and Nonprofit Leader Perceptions," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO, November, 2014, with Margaret F. Sloan and Mirae Kim

"Examining the Accuracy of Financial Measures in the Cultural Data Project," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO, November, 2014, with Mirae Kim

"GASB 68: Can We Really Divorce Accounting From Funding?" Annual Conference of Association for Budgeting and Financial Management, Grand Rapids, MI, October, 2014, with Olu Sonola

"Credit Quality and Labor Contracts: The Hidden Cost of Furlough Fridays," Annual Conference of Association for Budgeting and Financial Management, Grand Rapids, MI, October, 2014 with Meagan M. Jordan, Olu Sonola and Claire Yun.

"Not Everything That Can Be Counted Counts, And Not Everything That Counts Can Be Counted," International Society for Third Sector Research, Muenster, Germany, July 2014

"Not Everything That Can Be Counted Counts, And Not Everything That Counts Can Be Counted," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Hartford, CT, November, 2013

"The Demise of Harrisburg, PA," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October, 2013, with Jane Beckett-Camarata

"The Demise of Harrisburg, PA," Western Social Science Association PFB Section, Denver, CO, April 2013, with Jane Beckett-Camarata

"A Look at the Governance Factors that Influence the Size of Nonprofit Operating Reserves," International Society for Third Sector Research, Siena, Italy, July 2012, with Margaret F. Sloan and Mirae Kim

"Do Governance Decisions Impact Organizational Financial Preparedness," Annual Conference of Association for Budgeting and Financial Management, New York, NY, October, 2012, with Margaret F. Sloan and Mirae Kim

"Tax Base Diversification in the States: The Credit Quality and Interest Impacts," International Atlantic Economic Conference, Athens, Greece, March, 2011

"Fiscal Policy Adoptions as Policy Innovations: The Case of Rainy Day Funds," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October, 2011, with LaShonda Stewart and Jeremy Philips

"Innovation and Diffusion of Rainy Day Fund Adoption in the States," Annual Northeast Conference on Public Administration, New York, NY, October, 2011, with LaShonda Stewart and Jeremy Philips

"A Look at the Factors that Influence the Size of Nonprofit Operating Reserves," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Toronto, Canada, November, 2011, with Margaret F. Sloan and Mirae Kim

"Debt, Donors, and the Decision to Give," Annual Conference of Western Social Science Association, Reno, NV, April, 2010, with Thad Calabrese

"Tax Base Diversification, Revenue Volatility, and State Borrowing Costs: A Simultaneous Model Approach," Annual Conference of Association for Budgeting and Financial Management, Omaha, NE, October, 2010

"Tax Base Diversification, Revenue Volatility, and State Borrowing Costs: The Case of New Jersey," First Annual Northeast Conference on Public Administration, Newark, NJ, October 2010

"Rainy Day Funds, Credit Ratings and Borrowing Costs: How States Can Weather the Storm," Annual Southeastern Conference for Public Administration, Louisville, KY, October 2009

"The Impact of Tax and Expenditure Limitation Stringency on Fiscal Stability: Empirical Evidence from State Governments," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, September 2009

"The Effect of the Use of Multiple Debt Policy Elements on Public Authority Use and Indebtedness" Discussion Circle Annual Conference of American Society for Public Administration, Dallas, TX, March 2008

"An Empirical Study of the Impact of Rainy Day Funds on State Credit Ratings," Annual Conference of Association for Budgeting and Financial Management, Chicago, IL, October 2008

"Tax and Expenditure Limitations: The Dance of a Wounded Fiscal Institution," Annual Conference of Association for Public Policy Analysis and Management, Los Angeles, CA, November 2008

"Can Donors Detect Lemons? Quality Uncertainty in the Nonprofit Sector," Annual Southeastern Conference for Public Administration, Nashville, TN, September, 2007

"Alumni Donations and College Athletics: Does It Pay to Play?" Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October 2007

"Federal Legislation Affecting Nonprofit Management" Annual Conference of Midwest Political Science Association, Chicago, IL, April 2007, with Margaret Sloan

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## **Memberships**

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### **Membership/Offices Held in Scholarly and Professional Societies**

Member: Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)

Member: International Society for Third Sector Research (ISTR)

Member: American Society for Public Administration (ASPA)

Member: Association for Budgeting and Financial Management (ABFM)

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## **Students Supervised**

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### **Master's or Doctoral Students by Type of Supervision**

2014: Mirae Kim, Dissertation Committee Member, School of Public Affairs and Administration, Rutgers University-Newark

### **Students Supervised for Independent Studies**

Spring 2013 Independent Study Aileen Wolffe (Undergraduate)

Fall 2011 Independent Study Mirae Kim (Graduate)