

JENNIFER A. TAYLOR, PHD, CFRE

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Dynamic thought leader and changemaker with over 20 years of proven success in higher education, public service, the arts, local and federal government, veterans affairs, emergency shelters, and the nonprofit sector. Renowned for deep expertise in fundraising, marketing and communications, and organizational strategy, DEIJA (Diversity, Equity, Inclusion, Justice, and Accessibility), academic program development, and nonprofit governance. Accomplished scholar with a substantive record of publications, including books and peer-reviewed articles on philanthropy, nonprofit governance, and social impact.

Recognized for securing over \$20 million through innovative annual, capital, and planned giving campaigns, engaging diverse stakeholders such as individuals, corporations, and foundations. Demonstrated excellence in government relations, influencing policies that have advanced critical issues including military family support, veterans' affairs, and nonprofit capacity building.

Proven ability to foster transformative collaboration across sectors, leveraging strategic relationships and thought leadership to drive mission-aligned outcomes. regarded as a subject matter expert in donor psychology, fundraising, board governance, civic engagement, economic development, and philanthropic strategy, coupled with a track record of spearheading inclusive organizational change and pioneering new models for community engagement.

Adept at navigating complex funding landscapes and achieving sustainable growth in social impact. A trusted voice in the sector, empowering nonprofit and community leaders with tools for innovation, capacity building, and measurable social impact.

CORE COMPETENCIES

- Organizational Strategy
- Marketing & Communications
- Staff & Program Leadership
- Board Governance
- Fundraising
- Government Relations
- Creative Direction
- Principal Gift Relationships
- Executive Counsel
- Data Analytics

EDUCATION

PhD, Urban Policy & Public Administration, International Marketing Strategy

Old Dominion University 2009 - 2012

Master of Arts, Arts Policy & Administration

The Ohio State University 1996 - 1998

Bachelor of Arts, Art History

The University of South Carolina 1995

Certified Master Trainer, Association of Fundraising Professionals, 2019

Certified Fundraising Executive, Association of Fundraising Professionals, 2020

Human Subjects Research, Collaborative Institutional Training Initiative (CITI) 2024 - 2027

EXPERIENCE

Founder & CEO | We Grow Social Impact

2020 - Present

- Established and Scaled a Mission-Driven Media Company: Founded and grew a professional development platform serving nonprofit leaders through online courses, consulting, and executive coaching, impacting hundreds of organizations globally.
- Designed and Delivered Accredited Learning Programs: Created and facilitated online courses with Continuing Education Units (CEUs), empowering nonprofit professionals to enhance their skills in leadership, fundraising, and organizational strategy.
- Provided Strategic Consulting and Executive Coaching: Delivered tailored consulting and one-on-one coaching to nonprofit executives, driving measurable improvements in leadership effectiveness and organizational outcomes.
- Produced High-Impact Media Content: Launched a top-rated podcast and curated an active online community for nonprofit leaders, fostering knowledge-sharing, innovation, and peer support.
- Leveraged Technology for Capacity Building: Utilized cutting-edge learning management systems and community platforms to deliver accessible, high-quality professional development experiences.
- Served as a Trusted Advisor to the Sector: Provided insights on emerging trends and best practices in nonprofit management through public speaking, webinars, and industry publications.

Associate Professor | James Madison University, Harrisonburg, Virginia

2017 - Present

Graduate Program Director | James Madison University, Harrisonburg, Virginia

2021 - 2024

- Designed an annual calendar of co-curricular learning opportunities for students.
- Supported the Self-Study for NASPAA/COPRA Reaccreditation for the JMU MPA Program in 2020-2022.
- Created and digitized a robust graduate internship experience, resulting in 5,000 service hours per year for a small MPA Program.
- Created a new academic brand for the MPA Program, including updates to the website, creation of social media channels, and other collateral materials.
- Increased diversity of annual cohorts of students, in which 66% (2022) and 90% (2024) of enrolled students reflect at least one diversity facet.

Chair, Veteran Scholars Task Force | James Madison University, Harrisonburg, Virginia

2012 - 2021

- Through university-wide leadership, collaboration, and advocacy strategies, we achieved a "#1 in the nation" ranking for student veterans for 2020 at James Madison University, designated as an R2 and an engagement-focused university.
- Produced a Top 5 Social Media event for the University annually on Veterans Day, deepening alumni identity salience and engagement across the globe.

Assistant Professor | James Madison University, Harrisonburg, Virginia

2012 - 2017

Director of Foundation Relations | Give An Hour, Norfolk, Virginia

2011 - 2013

- Oversaw grant project implementation in two pilot communities—Camp Lejeune, NC, and Hampton Roads, VA—successfully launching programs to improve behavioral health outcomes for veterans and military families.
- Coordinated with local partners and community organizations to ensure effective program delivery, building relationships that supported sustainable, long-term impact in both communities.
- Monitored and evaluated project progress, collecting data and providing reports to funders to demonstrate measurable improvements in community behavioral health.
- Facilitated regular meetings with community stakeholders, fostering collaboration and aligning project goals with local behavioral health priorities.
- Secured and managed foundation grants to support behavioral health initiatives for veterans and military families, raising \$2M annually.
- Developed and maintained relationships with major foundations, effectively communicating Give An Hour's mission and impact to increase funding and long-term support.
- Crafted compelling grant proposals and reports, aligning funding requests with foundation priorities and showcasing measurable outcomes in veteran and military family behavioral health.
- Led strategic outreach efforts to identify new foundation prospects, expanding the organization's funding base and diversifying revenue sources.
- Provided insights and strategic guidance to the leadership team on foundation funding trends, ensuring alignment with Give An Hour's mission and strategic goals.
- Represented Give An Hour at industry events and meetings, advocating for the organization's programs and building partnerships within the philanthropic community.

Project Manager & Research Analyst | Blue Star Families, Norfolk, Virginia

2009 - 2014

- Led consulting team in performing a comprehensive development audit and strategic planning for a newly established military family advocacy organization.
- Collaborated with a virtual research team to support quantitative and qualitative data collection, analysis, and policy recommendations for several years.
- In coordination with Senator Tim Kaine (VA) and staff, developed verbiage for the FY 2019, 2020, and 2021 DOD Defense Authorization Act to include funding, data collection, and data sharing related to Military Family Suicide.
- Research directly contributed to expanded employment opportunities for veterans and military spouses in the Federal Government, EO 13518.
- Improved access to mental health services for veterans, service members, and military families; EO 13625.
- Developed and implemented advocacy strategies for the Interstate Compact on Educational Opportunity for Military Children, resulting in legislative acts in every state.
- Produced several years of research and analysis leading to "Improvement of License Portability for Relocated Spouses" in the FY 2020 National Defense Authorization Act.

Lecturer, College of Business & Public Service | Old Dominion University, Norfolk, Virginia

2009 - 2012

- Taught "Introduction to Public Service" through a combination of large lectures and small seminars, engaging students with foundational concepts and real-world applications in the field.
- Facilitated student-led service learning projects in partnership with local organizations, allowing students to apply course theories to community-based initiatives and gain hands-on experience in public service.

Chief Development Officer, Deputy Managing Director | Virginia Stage Company, Norfolk, Virginia

2007 - 2010

- Directed a donor portfolio of \$3.5M, driving key fundraising initiatives that increased contributions by 250% over three years.
- Led and managed a team of 149, fostering a collaborative culture and enhancing productivity through targeted professional development programs.
- Staffed and advised 5 strategic committees and advisory boards, enhancing organizational strategy and engagement with high-level stakeholders.
- Implemented innovative donor engagement strategies that boosted donor retention by 75% and expanded the donor base.
- Oversaw major annual events and campaigns, contributing to record-breaking attendance and subscriber revenue growth by 66%.
- Collaborated with the executive team on long-term planning and resource allocation, aligning development goals with the company's mission and vision.
- Initiated, stewarded, and improved relationships with critical public, nonprofit, and private stakeholders, including elected officials, major donors, and the public, resulting in increased resources and public engagement with the mission.

Director of Marketing, Corporate Relations, & Events | Naval Air Station Corpus Christi

2005 - 2007

- Successfully raised \$300,000 through corporate sponsorships and community partnerships, exceeding annual fundraising targets by 500%
- Spearheaded marketing and corporate relations strategies that expanded the organization's reach and enhanced brand visibility within the local community.
- Organized and managed a large-scale public event, attracting over 150,000 attendees each day and increasing engagement with community stakeholders.
- Coordinated and staffed an advisory board dedicated to enhancing corporate partnerships, improving collaboration on strategic initiatives.
- Developed and executed marketing campaigns that boosted event attendance by 87.5%, leveraging targeted advertising and community outreach.
- Built and maintained strong relationships with key corporate sponsors and local businesses, securing long-term commitments for ongoing support and funding, 100% renewal.

Executive Director | Harbor Playhouse, Corpus Christi, Texas

2003 - 2005

- Led the organization to raise over \$1M in funding, surpassing fundraising goals and securing financial stability for operational and programmatic needs.
- Oversaw a team of 120 staff members and volunteers, fostering a collaborative and dynamic environment that boosted team morale and performance.
- Revitalized programming and expanded community engagement, increasing audience attendance by 150%.
- Developed strategic partnerships with local businesses and organizations, resulting in increased sponsorship and sustained community support.
- Directed marketing and outreach campaigns that elevated Harbor Playhouse's visibility as the oldest community theatre in Texas, strengthening its reputation and drawing in new patrons.

- Managed the annual budget and financial planning, ensuring sustainable growth and alignment with the theater's mission and long-term goals.
- Spearheaded major events and fundraising initiatives, enhancing donor engagement and establishing a legacy of increased community involvement.

Executive Director | Family Outreach Corpus Christi, Corpus Christi, Texas

2001 - 2003

- Secured over \$500K in funding to support vital programs in case management, emergency housing, and counseling services for women and children in need.
- Led a team of 25 staff members and volunteers, fostering a compassionate, client-centered approach to service delivery and professional development.
- Oversaw comprehensive case management and emergency housing services, helping over 560 individuals stabilize their living situations and access essential resources.
- Established and maintained five advisory committees, enhancing community partnerships and driving strategic initiatives to broaden the agency's impact.
- Launched targeted fundraising campaigns that raised awareness and garnered support for women's and children's services, increasing donor contributions by 150%.
- Collaborated with local government agencies and nonprofits, expanding the reach of counseling and emergency services through strategic partnerships.
- Implemented new client support programs, addressing critical needs and improving outcomes for clients through tailored counseling and referral services.

Director of Corporate Relations | E.M. Marketing, Corpus Christi, Texas

2001

- Secured and managed corporate sponsorships for high-profile events, including local festivals, powerboat racing, and windsurfing competitions, generating \$1M in annual sponsorship revenue.
- Developed customized sponsorship packages for High-Net-Worth Individual (HNWI) events, aligning brand partnerships with event objectives to maximize visibility and engagement.
- Oversaw fulfillment of sponsorship agreements, ensuring all deliverables were met and enhancing sponsor satisfaction and retention.
- Coordinated large-scale event logistics, managing 30 brand teams and ensuring seamless event execution for sponsors and VIP guests.
- Cultivated strong relationships with corporate partners, driving repeat sponsorships and expanding the agency's network within the events industry.
- Directed cross-functional teams in the planning and execution of events, overseeing marketing, logistics, and on-site branding to enhance the overall attendee experience.
- Analyzed sponsorship performance metrics and provided post-event reports to sponsors, showcasing return on investment and identifying areas for future collaboration.

Director of Strategic Events | Virginia Arts Festival, Norfolk, Virginia

2000 - 2001

- Produced 21 exclusive events for High-Net-Worth Individuals (HNWI) and principal stakeholders over a 10-day period, enhancing engagement and support across 9 municipalities in Hampton Roads, Virginia.
- Designed and executed intimate, high-impact experiences for HNWI and key stakeholders, strengthening relationships and fostering deeper commitment to the arts community.

- Coordinated complex logistics for simultaneous events tailored to HNWI preferences, ensuring a seamless and memorable experience across diverse, upscale venues.
- Managed end-to-end event planning, from conceptualization and budget management to on-site delivery, successfully aligning each event with the Festival's strategic goals and brand.
- Cultivated partnerships with local businesses and cultural institutions, creating unique event experiences that highlighted regional talent and enhanced the value for HNWI guests.
- Developed targeted marketing and communication strategies to attract and engage high-value guests, maximizing attendance and visibility among community leaders and influencers.
- Led cross-functional teams in event execution, coordinating efforts among staff, volunteers, and vendors to deliver flawless events that exceeded HNWI expectations and garnered positive feedback.

Income Development Director | American Cancer Society, Pensacola, Florida

1999 - 2000

- Produced six Relay For Life events and two Cattlebarons' Balls, significantly enhancing community involvement and fundraising impact across multiple high-profile events.
- Increased revenue by 63% over the previous year by focusing on relationship management, volunteer leadership, and strategic donor engagement.
- Cultivated strong relationships with sponsors, donors, and community leaders, driving increased participation and long-term support for key fundraising events.
- Led and inspired a dedicated team of volunteers, empowering them with leadership opportunities that expanded their impact and strengthened their commitment to the mission.
- Developed targeted fundraising strategies that aligned with event goals, boosting attendee engagement and maximizing donation potential.
- Implemented volunteer training and recognition programs, resulting in enhanced volunteer retention and improved event execution.
- Collaborated with local businesses and media partners, increasing event visibility and community outreach efforts to support the American Cancer Society's mission.

Director of Strategic Events & Group Sales | USS Lexington Museum on the Bay, Corpus Christi, Texas

1998 - 1999

- Spearheaded strategic events and group sales initiatives for a unique WWII naval history museum, attracting over 150,000 K-12 visitors and boosting community engagement.
- Developed and executed high-profile events onboard the museum, creating immersive experiences that highlighted the museum's historical significance and attracted diverse audiences.
- Increased group sales revenue by 33% through targeted outreach and customized event packages, appealing to schools, corporate groups, and tourism organizations.
- Cultivated partnerships with local tourism boards, veteran organizations, and educational institutions, expanding the museum's reach and fostering long-term support.

- Directed logistics for large-scale events, coordinating with museum staff and external vendors to ensure smooth operations and an exceptional visitor experience.
- Led marketing and promotional efforts to boost attendance, utilizing digital and traditional media channels to engage with local and regional audiences.
- Introduced innovative event programming that enhanced the museum's reputation as a premier historical attraction and increased visitor satisfaction and repeat visits.

Loaned Executive | United Way of Pensacola, Pensacola, Florida

1998

- Managed and promoted employee giving campaigns across 160 companies, inspiring workplace giving and driving contributions to support local community programs.
- Increased campaign participation and donations by 18% through effective relationship building and tailored presentations to diverse employee groups.
- Provided strategic guidance and support to company leaders, helping them create engaging and impactful campaign initiatives that resonated with their employees.
- Delivered presentations and workshops on the United Way's mission and impact, successfully educating employees and motivating them to contribute.
- Collaborated with United Way staff and corporate partners, ensuring seamless campaign execution and maximizing the reach and effectiveness of fundraising efforts.
- Recognized for surpassing fundraising targets, demonstrating exceptional commitment to the community and the mission of the United Way.
- Built lasting relationships with corporate partners and donors, enhancing United Way's visibility and securing ongoing support for future campaigns.

Executive Assistant | Office of the President, The Ohio State University, Columbus, Ohio

1996 - 1998

- Attended High-Net-Worth Individual (HNWI) events alongside the University President, representing the institution and fostering relationships with key donors and stakeholders.
- Conducted prospect research for principal giving, identifying potential major donors and providing insights to inform the President's strategic outreach and fundraising efforts.
- Assisted in coordinating and executing executive-level events, ensuring seamless experiences for high-profile guests and promoting a positive image for the university.
- Supported the University President in day-to-day activities, handling a wide range of responsibilities from scheduling to on-site event management.
- Acted as a liaison between the President and university departments, facilitating communication and ensuring alignment on key initiatives and objectives.
- Managed confidential information and donor relations with discretion, maintaining professionalism and fostering trust among university stakeholders.
- Contributed to strategic planning discussions, providing research insights that helped shape the university's approach to principal giving and alumni engagement.

PUBLICATIONS

BOOKS

- Taylor, Jennifer A. (Forthcoming in 2025). *Leading with Love: Love, Leadership, and the Path to a Renewed America*.
- Taylor, Jennifer A. (Forthcoming). *Public Art in America*.
- Taylor, Jennifer A. (Forthcoming in 2025). *The Nonprofit Doctor: Strategies for Assessing Organizational Health*.
- Taylor, Jennifer A. (Forthcoming in 2025). *Global Nonprofit Governance*.
- Taylor, Jennifer A. and Katrina Miller-Stevens. (2022). *Rage Giving*, Cambridge University Press.

DOUBLE-BLIND PEER REVIEW

- Miller-Stevens, Katrina, L'Esperance, Gabrielle, and Jennifer A. Taylor. (2022). Assessing Multidimensional Approaches to Measure Program Outcomes in Human Service Organizations. *Voluntas*.
- Miller-Stevens, Katrina and Jennifer A. Taylor. (2020). Giving Circles: Collaboration and Social Change. *Public Integrity*.
- Taylor, Jennifer A. and Katrina Miller-Stevens. (2018). Relational Exchange in Nonprofits: The Role of Identity Saliency and Relationship Satisfaction. *International Journal of Nonprofit and Voluntary Sector Marketing*.
- Miller-Stevens, Katrina; Taylor, Jennifer A.; Lanivich, Stephen E.; and John C. Morris. (2018). Congruent or Dissimilar: A Comparison of Values Between Leaders of Benefit Corporations and Nonprofit Organizations. *Voluntas*.
- Miller-Stevens, Katrina; Taylor, Jennifer A.; and Morris, John C. (2015). Are We Really On the Same Page? An Empirical Examination of Value Congruence Between Public and Nonprofit Managers. *Voluntas*.
- Mayhew, Frederick; Swartz, Nicholas; and Taylor, Jennifer A. (2014). Implementing a Multi-Method Competency Model: Experiences of the MPA Program at James Madison University. *Journal of Public Affairs Education*.
- Morris, John C.; Greentree, Vivian W.; and Taylor, Jennifer A. (2014). The Myth of the Rugged Individual: Implications for Public Administration, Civic Engagement, and Civil Society. *Virginia Social Science Journal*.
- Williams, Andrew and Taylor, Jennifer A. (2012). Resolving Accountability Ambiguity in Nonprofit Organizations. *Voluntas*.
- Taylor, Jennifer A. (March, 2011). Pluralism, Participation, and Progress. *Administrative Theory and Praxis*.

Other Media

- Taylor, Jennifer A. and Katrina Miller Stevens (2022). 'Rage Giving': Charities Can Get a Boost From Current Events, Such as Controversial Supreme Court Rulings, *The Chronicle of Philanthropy*.
- Taylor, Jennifer A. (2022, March 18). Building Trust with Nonprofits in Latvia. Podcast Guest, *U.S. Department of State*.

TEACHING

Foundations of Public Administration
Public Personnel Evaluation
Research Methods
Research Design
Public Service Ethics & Corruption Policy
Arts & Cultural Policy
Military & Veterans Policy
Program Evaluation

Senior Seminar in Public Service
Introduction to Public Administration
Introduction to Public Policy
Policy Analysis
MPA Capstone
Philanthropy & Volunteerism
Organizational Behavior
Community Development & Assessment

GALLUP STRENGTHS

Strategic Thinking
Individualization
Empathy
Data Analysis
Relational
Connectedness

LANGUAGE

English | native language
French | reading, speaking
Italian | reading

BELBIN TEAM ROLES

Shaper
Resource Investigator
Teamworker
Coordinator

SOFTWARE

Raiser's Edge
Salesforce
Canva
Quickbooks
SPSS, R, Stata, Python
Adobe Creative Suite
Banner
Advance
Canvas
NVivo
CollegeNet

AWARDS

President's Purple Star Award for Community Service & Volunteerism (2019)

Outstanding state employees across Virginia are recognized annually, providing the public with an opportunity to learn more about the work state employees do every day on behalf of the citizens of the Commonwealth of Virginia.

Hall Outstanding Faculty/Staff Achievement Award (2016)

Hall Outstanding Faculty/Staff Achievement Award recognizes a faculty/staff member who has demonstrated an exceptional commitment to student learning outside of the classroom, has given their time outside of office hours and job requirements, and has had a significant influence on the lives of students. Nominated by MPA students.

Bluestone Award for Outstanding Advising (2014)

The Bluestone Award for Outstanding Advising recognizes a JMU faculty/staff advisor of a recognized organization in good standing who has had a positive influence on an organization by providing support, approachability, and encouragement of effective communication within the organization. Nominated by Student Veterans.

ADDITIONAL RECOGNITIONS

- Nominated for Provost's Award for Graduate Advising, 2021, 2022, 2023.
- Nominated for Provost's Award for Community Engagement, 2019.
- Nominated for Best Paper Award, Association of Research on Nonprofit Organizations and Voluntary Action, 2019.
- Nominated for Career and Academic Planning Make Your Next Move Award, 2018.
- Nominated for the Academy of Management Dissertation Research Award, 2012.
- Nominated for Gabriel Rudney Best Dissertation in Nonprofit Research, administered by the Association for Research on Nonprofit and Voluntary Action, 2012.

MEDIA FEATURES

- Burack, Emily. (2022, June 25). How Rage Giving Became Philanthropy's New Normal. Town and Country Magazine.
- Lynch, Jillian. (2021, July 24, 2021). Local Artist Opens Visual and Performing Arts Camp. Daily News Record, Harrisonburg, Virginia.
- Madea, Greg. (2020, December 4). JMU Alums Launch Non-Profit To Help Coaches In Need. Daily News Record, Harrisonburg, Virginia.
- Williams, Megan. (2019, November 27). JMU Named Best College for Veterans. Daily News Record, Harrisonburg, Virginia.
- McIlwee, Justin. (2017, September 21). Big Local Give to Help

Montevideo Middle School. Daily
News Record, Harrisonburg, Virginia.

SERVICE

DEPARTMENT

- Graduate Program Director, Master of Public Administration, James Madison University, 2021 - 2024.
- Internship Coordinator, Department of Political Science, James Madison University, 2014 - 2020.
- Member, Public Budgeting Search Committee, Master of Public Administration, 2018, 2021.
- Member, Academic Unit Head Search Committee, Department of Political Science, James Madison University, 2017, 2022.
- Member, Department of Political Science, James Madison University, Tenure & Promotion Committee, 2019 - Present.
- Member, Merit Promotion Committee, Department of Political Science, James Madison University, 2017 - 2019.
- Member, Senior Seminar Revision Working Group, Department of Political Science, James Madison University, 2012 - 2013.
- Faculty Advisor, Women for Madison, (a donor affinity group), James Madison University, 2014 - 2017.
- Treasurer, Public Administration & Urban Studies, PhD Student Association, Old Dominion University, 2009 - 2011.
- Member, Public Service Minor, Undergraduate Curriculum Development Committee, Old Dominion University, 2009.
- Member, Public Service Minor Marketing, Old Dominion University, 2009 - 2011.
- Member, Public Service Week Planning Committee, Old Dominion University, 2009 - 2011.

COLLEGE

- Member, College of Arts & Letters Faculty Assistance Committee, National Endowment for the Humanities Sub-Committee. 2018-2020.
- Member, College of Arts and Letters Committee on Defining Engagement as Scholarship. 2016-2017.

UNIVERSITY

- Chair, Veterans Scholars Taskforce, James Madison University, 2018 - 2022.
- Member, Veterans Scholars Taskforce, James Madison University, 2012 - 2018.
- Faculty Advisor, Student Veterans Association, James Madison University, 2012 - 2022.
- Faculty Advisor, Salute, A Veterans Honors Society, James Madison University, 2020 - 2022.
- Member, Research & Scholarship Faculty Advisory Council, James Madison University, 2016 - 2019.
- Member, Women for Madison Council, (donor affinity group), James Madison University, 2013 - 2016.
- Instructor, Nonprofit Institute, Office of Outreach and Engagement, James Madison University, 2012 - present.
- Member, Employee Resource Group Steering Committee (development and piloting of ERGs at University), James Madison University, 2014 - 2016.
- Advisor, Madison Trust, (a major donor affinity group), James Madison University, 2013 - 2015.
- Member, UV2: Universities Value Veterans Planning Committee, James Madison University, 2012.
- Site Committee Member, Public Administration Theory Network Conference, Old Dominion University, 2010 - 2011.
- Site Committee Member, Lawrence & Isabel Barnett Symposium, The Ohio State University, 1998.

COMMUNITY

- Immediate Past President of the Board of Directors, The Big Man Foundation, 2020 - Present.
- Board Member, Girl Scouts of the Virginia Skyline, 2020 - 2022.
- Virginia Commission for the Arts, General Operating Support Panelist, 2015 - 2019.
- Virginia Commission for the Arts, Project Support Panelist, 2015 - 2019.
- Public Art Initiative, City of Harrisonburg, Chairperson, 2017 - 2019.
- East Rockingham Barracudas Swim Team Advisory Board, 2014 – 2020.
- Montevideo Middle School, Setting the Stage Capital Campaign Chairperson, 2013 - 2017.
- Girl Scouts of America, Daisy, Brownie, Junior, & Cadette Troop 221, Troop Leader, 2013 - 2017.
- Shenandoah Valley Children's Choir, Executive Counsel, 2015 - 2016.
- Gifted Education Advisory Committee, Rockingham County School District, 2012 - 2014.
- Girl Scouts of America, Daisy & Brownie Troop 135, Troop Leader, 2008 - 2012.
- Cultural Alliance of Hampton Roads, Board of Directors, 2009 - 2011.
- Tidewater Officers' Spouses' Association, Board of Directors, 2007 - 2010.
- Downtown 100 Member, Norfolk Downtown District, 2008 - 2009.
- The Hermitage Museum of Art, The Art of Glass Committee Member, 2009.
- Idaho Commission on the Arts, General Operating Support Panelist, 2002.
- Idaho Commission on the Arts, Project Support Panelist, 2002.

- National Endowment for the Arts, Challenge America Grant Review Panelist, 2002.
- Coastal Bend Officers' Spouses' Association, Board of Directors, 2005 - 2007.
- Corpus Christi Chamber of Commerce Ambassador, 2001 - 2003.
- Santa Rosa Medical Center Women's Advisory Board, 2000.
- Santa Rosa County School District Visual Arts Juror, 2000.
- Northwest Arts Partnership, Board of Directors, 1996 - 1998.

DISCIPLINE

- Marketing Strategy Committee Member, NASPAA 2024 - Present.
- Reviewer, Public Integrity, 2016 - Present.
- Reviewer, Academy of Management Conference, 2016 - present.
- Reviewer, International Journal of Nonprofit & Voluntary Sector Quarter Marketing, 2011 – present.
- Reviewer, Voluntas, 2011 - present.
- Reviewer, Journal of Policy Planning and Practice, 2017 - present.
- Content Area Expert, Corporation for National and Community Service, 2013 - 2014.
- Content Area Expert, HandsOn Network University, Points of Light Institute, 2013 - 2014.
- Association of Research on Nonprofit & Voluntary Association (ARNOVA) Best Paper Committee, 2013 - 2014.
- Vice-Chair, Emerging Scholars Section 2017 - 2020, Elected.
- Track Chair, Research to Practice, 2022. Network of Schools of Public Policy, Affairs, and Administration (NASPAA)
- Certified Site Visitor for Accreditation, 2018. Admissions Conference, NASPAA, 202

REFERENCES

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