

## **Dorothy Norris-Tirrell, Ph.D.**

University of Memphis  
Division of Public and Nonprofit Administration  
134 McCord Hall  
Memphis, TN 38152  
Phone: 901.678.3368  
Email: [dnrrstrr@memphis.edu](mailto:dnrrstrr@memphis.edu)

### **DEGREES**

<b>B.S.</b>	<b>Social Work</b>	<b>Harding University</b>	<b>1978</b>
<b>M.S.W.</b>	<b>Social Work (Administration &amp; Planning)</b>	<b>University of Arkansas at Little Rock</b>	<b>1980</b>
<b>Ph.D.</b>	<b>Public Administration</b>	<b>Florida International University</b>	<b>1992</b>

### **EXPERIENCE**

<b>RANK/POSITION</b>	<b>DEPARTMENT/DIVISION</b>	<b>INSTITUTION/COMPANY/ ORGANIZATION</b>	<b>PERIOD</b>
<b>Associate Professor</b>	<b>Public Administration</b>	<b>The University of Memphis</b>	<b>8/00-Present</b>
<b>Director, Division of Public &amp; Nonprofit Admin.</b>	<b>School of Urban Affairs and Public Policy</b>		<b>8/99-Present</b>
<b>Coordinator, Master of Public Administration Program</b>	<b>Political Science</b>		<b>8/97-8/99</b>
<b>Assistant Professor</b>			<b>9/93-8/00</b>
<b>Visiting Assistant Professor</b>	<b>Public Administration</b>	<b>Florida International University</b>	<b>1/93-8/93</b>
<b>Editorial Assistant</b>		<b>Policy Studies Review</b>	<b>11/90-8/93</b>
<b>Research Associate</b>		<b>Florida International University</b>	<b>8/88-8/90</b>
<b>Manager of Program Promotion</b>		<b>WPBT (PBS)/Miami, Florida</b>	<b>5/85-8/88</b>
<b>Consultant</b>		<b>Chador Associates</b>	<b>4/82-4/85</b>
<b>Casework Supervisor</b>		<b>American Red Cross/Tulsa, Oklahoma</b>	<b>5/82-8/82</b>
<b>Program Director</b>		<b>Y.W.C.A./Orange, California</b>	<b>9/80-3/82</b>
<b>Graduate Assistant</b>		<b>University of Arkansas at Little Rock</b>	<b>7/79-5/80</b>
<b>Personnel Assistant</b>		<b>University of Arkansas Medical Sciences</b>	<b>9/78-1/79</b>

### **HONORS/AWARDS**

<b>National Honor Society</b>	<b>Alpha Chi, Harding University</b>	<b>1977</b>
<b>Graduate Fellowship</b>	<b>University of Arkansas, Little Rock</b>	<b>1979-80</b>
<b>Graduate Fellowship</b>	<b>Florida International University</b>	<b>8/88-7/90</b>
<b>Outstanding Ph.D. Scholar</b>	<b>Florida International University</b>	<b>12/90</b>
<b>Passed with Distinction/Comprehensive Exams</b>	<b>Florida International University</b>	<b>5/90</b>
<b>Who's Who Among Students in American Universities and Colleges</b>	<b>Florida International University</b>	<b>1989-90</b>
<b>National Honor Society</b>	<b>Pi Alpha Alpha, The University of Memphis</b>	<b>1990-91</b>
<b>Who's Who in the South and Southeast</b>	<b>The University of Memphis</b>	<b>1992-93</b>
<b>Nominated for Distinguished Teaching Service Award</b>	<b>The University of Memphis</b>	<b>1993</b>
<b>Alma Bucovaz Urban Service Award</b>	<b>The University of Memphis</b>	<b>1997</b>
<b>Excellence in Educational Outreach Award</b>	<b>The University College, The University of Memphis</b>	<b>1998</b>
	<b>Division of Public &amp; Nonprofit Administration, The University of Memphis</b>	<b>2001</b>
		<b>2002</b>

## TEACHING EXPERIENCE:

**SUBJECT** (indicate Undergraduate (U), Graduate (G), Other)

**Policy Analysis (G)**

**Theory and Practice of Nonprofit Administration (G)**

**Group Processes and Leadership in Public and Nonprofit Organizations (G)**

**Public Management: Information Systems (G)**

**Resource Development in Nonprofit Organizations (G)**

**Public Management Information Systems (G)**

**Public Management and Leadership (Capstone) (G)**

**Introduction to Nonprofit Organizations (U)**

**Political Statistics (U)(G)**

**Introduction to Public Administration (U)**

**Productivity Improvement (G)**

**Organization Change and Development (G)**

**Organization Theory (U)**

**Leadership of Public Organizations (U)**

**Urban Administration (U)**

**Public Policy (U)**

## INSTITUTION

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**The University of Memphis**

**Florida International University**

**Florida International University**

**Florida International University**

**Florida International University**

**Florida International University**

**Florida International University**

**Florida International University**

## PUBLICATIONS

### Books

Loveless, Stephen, Cliff McCue, Ray Surette, and **Dorothy Norris-Tirrell**, *Immigration and Its Impact on American Cities*. Greenwood Press: New York, May 1996.

### Refereed journal publications

**Norris-Tirrell, Dorothy**, "Salvation or Soothsaying: Strategic Planning at Youth Haven, Inc." *The Nonprofit Case Collection*. University of San Francisco, Institute for Nonprofit Organization Management: San Francisco, CA, 1997.

**Norris-Tirrell, Dorothy**, "Organization Termination in the Nonprofit Setting: The Dissolution of Children's Rehabilitation Services." *International Journal of Public Administration*. Vol 20, (12): 2172-2194, December 1997.

**Norris-Tirrell, Dorothy** and Joy A. Clay, "The Production of Useable Knowledge" In Robert T. Golembiewski (ed.) *Handbook of Organization Consultation*. Marcel Dekker: New York, New York, pp. 829-834, 2000.

Roakes, Susan and **Dorothy Norris-Tirrell**, "Community Service Learning in Graduate Planning Education" *Journal of Planning Education and Research*, Vol. 20: 100-110, 2000.

**Norris-Tirrell, Dorothy**, "Organization Evolution or Termination: Mergers of Private Nonprofit Agencies," *International Journal of Public Administration*, Vol. 24, (3): 1-12, 2001.

**Norris-Tirrell, Dorothy** and Cliff McCue. (Editors). Symposium: The Impact of Immigration Policy on Communities." *Policy Studies Journal*, Vol. 30 (1): 53-146, 2002.

**Norris-Tirrell, Dorothy** and Cliff McCue. The Impact of Immigration Policy on Communities: An Introduction to the Symposium, *Policy Studies Journal*, Vol. 30 (1): 53-58, 2002.

**Norris-Tirrell, Dorothy**. Immigrant Needs and Local Government Services: Implications for Policy Makers. *Policy Studies Journal*, Vol. 30 (1): 58-69, 2002.

**Norris-Tirrell, Dorothy**, Challenging a Sacred Cow: History, Charity and the Nonprofit Sector, Book Review, *American Review of Public Administration*, Vol. 33 (3): 351-354, 2003.

**Norris-Tirrell, Dorothy**, Good Governance: The Board's Role in Building Successful Nonprofit Organizations, Book Review Essay, *Review of Public Personnel Administration*, Vol. 25 (1), 96-102, 2005.

**Norris-Tirrell, Dorothy** and Joy Clay, Collaborative Planning as a Tool for Strengthening Local Emergency Management, *Journal of Public Management & Social Policy*, Vol. 12 (1), 25-36, 2006

Menifield, Charles, Joy Clay, **Dorothy Norris-Tirrell**, Gary Roberts, James Carruth, and Kathryn Cheever, Waiving the MPA Entrance Exam: Impact on Performance, *Journal of Public Administration Education*, (pending).

### **Nonrefereed publications**

Loveless, Stephen, Dolores Brosnan, Cliff McCue, **Dorothy Norris-Tirrell**, Raymond Surette, and Lidia Tuttle, *Forecasting the Impact of Immigration on the Provision of Municipal Services in Dade County*, State of Florida, 1991.

Clay, Joy and **Dorothy Norris-Tirrell**, *Community Needs Assessment: Maternal and Child Health in West Tennessee*. Report for West Tennessee Chapter, March of Dimes Birth Defects Foundation, July 1995.

**Norris-Tirrell, Dorothy**, "Bridging the Theory-Practice Gap in Nonprofit Administration Courses," *SPA Forum*, Volume 7 (2), December 1996.

David Cox, **Dorothy Norris-Tirrell**, Joy Clay, Greer Gay, Stanley Hyland, and Chang, Cyril, *A Plan for Evaluation of the Community Outreach Partnership Program*, Office of University Partnerships in the Office of Policy Development and Research, U.S. Department of Housing and Urban Development, 1996.

**Norris-Tirrell, Dorothy**, *Evaluation of Memphis Maps 1997*, report submitted to the Center for Urban Research and Extension, The University of Memphis, August 1998.

Clay, Joy and **Dorothy Norris-Tirrell**, *Project Care Evaluation Status Report: Phase I*, report submitted to Project Care, The University of Tennessee-Memphis and the Administration on Children, Youth and Families, U.S. Department of Health and Human Services, October 1998.

**Norris-Tirrell, Dorothy**. *Community Needs Assessment: Maternal and Child Health in West Tennessee*. Report for West Tennessee Chapter of March of Dimes Birth Defects Foundation, January 1999.

Clay, Joy and **Dorothy Norris-Tirrell**, *Project Care Evaluation Status Report: Phase II*, report submitted to Project Care, The University of Tennessee-Memphis and the Administration on Children, Youth and Families, U.S. Department of Health and Human Services, March 2000.

Clay, Joy and **Dorothy Norris-Tirrell**, *Project Care Evaluation Status Report: Phase III*, report submitted to Project Care, The University of Tennessee-Memphis and the Administration on Children, Youth and Families, U.S. Department of Health and Human Services, May 2000.

**Norris-Tirrell, Dorothy** and Joy Clay, *Project Care: Final Evaluation Report*, report submitted to Project Care, The University of Tennessee-Memphis and the Administration on Children, Youth and Families, U.S. Department of Health and Human Services, December 2000.

**Norris-Tirrell, Dorothy**, documenter, Quality of Life/Amenities Task Force Report, *Building Better Neighborhoods: Citywide Strategic Planning Process*, Report to City of Memphis, 2002.

**Norris-Tirrell, Dorothy** and Dorothy Crimi, *Mapping the Social Landscape: A Community Resource Project and Directory*, Report to the Collierville Community Fund, 2005.

**Norris-Tirrell, Dorothy**, Memphis Trains Disaster Volunteers Through CVOAD, *PA Times*, April 2005, p. 5.

**Norris-Tirrell, Dorothy** and Dorothy Crimi, *Early Childhood Resource Center Feasibility Study*, Report for United Way of the Mid-South, 2005.

Richard Janikowski, Randy Dupont, Joy Clay, **Dorothy Norris-Tirrell**, Arlene Hill and K.B. Turner, *Strategic Plan District 11 Homeland Security Council*, September 2005.

**Norris-Tirrell, Dorothy** and Susan Schmidt, *Community – Higher Education Collaboration: Exploring the Community Perspective*, Report for the Association of Community-Higher Education Partnerships, October 2006.

### **Under Review**

**Norris-Tirrell, Dorothy** and Susan Schmidt, Collaboration as a Tool for Connecting Higher Education Programs and Community: The Mid-South American Humanics Model, under review by American Humanics XXXX.

**Norris-Tirrell, Dorothy** and Susan Schmidt, Leveraging Community Collaboration to Promote Institutionalization and Sustainability for Campus Nonprofit Studies Programs: The Case of the Mid-South American Humanics Collaborative, , under review by *Nonprofit and Voluntary Sector Quarterly*.

## **PRESENTATIONS**

### **Conferences**

**Norris-Tirrell, Dorothy**, Dolores Brosnan and Tammy Reed. "Urban Immigrants and Service Delivery." Roundtable presentation at Urban Affairs Association Annual Meeting, Baltimore, Maryland, March 17, 1989.

Loveless, Stephen, **Norris-Tirrell, Dorothy**, and Lidia Tuttle, "Characteristics of Recent Immigrants and Their Potential Impact on Local Government Services" presented at American Society for Public Administrators Annual Meeting, Miami, Florida, April 11, 1989.

**Norris-Tirrell, Dorothy**, and Denice Rothman, "Nonprofit and Public Sector Utilization of Organizational Mission in the Planning and Delivery of Human Services" presented at Southeastern Conference for Public Administration, Clearwater Beach, Florida, October 4, 1990.

**Norris-Tirrell, Dorothy**, "Addressing the Human Service Needs of Immigrants: The Responsiveness of Not For-Profit Organizations" presented Urban Affairs Association Annual Meeting, Vancouver, B.C., April 1991.

**Norris-Tirrell, Dorothy**, "Failure in Nonprofit Organizations" presented at the Florida Political Science Association Annual Meeting, Sarasota, Florida, March 27, 1992.

**Norris-Tirrell, Dorothy**, "Failure in Nonprofit Organizations" presented at the Florida Political Science Association Annual Meeting, Sarasota, Florida, March 27, 1992.

**Norris-Tirrell, Dorothy**. "Serving South Florida's Indigent: The Role of Not-For-Profit Health Care Agencies," presented at Southeastern Conference for Public Administration, Cocoa Beach, Florida, October 7, 1993.

**Norris-Tirrell, Dorothy**, "Keeping Pace with Emerging Community Needs," presented at Southeastern Conference for Public Administration, Lexington, Kentucky, October 1994.

**Norris-Tirrell, Dorothy** and Tom Barth, "Continuing the Debate Is Public Administration a Profession" presented at American Society for Public Administration National Conference, San Antonio, TX, July 1995.

**Norris-Tirrell, Dorothy**, "The Implications of Decentralization: Examining the Co-dependence of National and Local Organizations in the March of Dimes Birth Defects Foundation" presented at Association of Researchers on Nonprofit Organizations and Voluntary Action, Cleveland, OH, November 1995.

**Norris-Tirrell, Dorothy**, "Accountability: The Nonprofit Organization's Bottom Line," presented at the American Society for Public Administration National Conference, Atlanta, GA, June, 1996.

Carruth, Jim and **Norris-Tirrell, Dorothy**, "Transformation and Revitalization: Introducing Change and Innovation in a County Assessor's Office" presented at the American Society for Public Administration National Conference, Atlanta, GA, June, 1996.

Schmidt, Susan and **Norris-Tirrell, Dorothy**, "Marketing Mission Instead of Merchandise," presented at Southeastern Conference for Public Administration, Miami, FL, October 1996.

**Norris-Tirrell, Dorothy** and Joy Clay, "Bridging the Academic-Practice Gap: The Production of Useable Knowledge," presented at the Southeastern Conference for Public Administration, Knoxville, TN, September 1997.

Clay, Joy and **Norris-Tirrell, Dorothy**, "Enhancing Outcomes for Children at Risk for Abandonment: Evaluation and Policy Implications," accepted for presentation at the Southeastern Conference on Public Administration, Pensacola, FL, October 1998 (conference canceled due to hurricane).

**Norris-Tirrell, Dorothy**, "Partners or Adversaries: Local Governments and Nonprofit Organizations Meet the Needs of Immigrants," accepted for presentation at the Southeastern Conference on Public Administration, Pensacola, FL, October 1998 (conference canceled due to hurricane).

**Norris-Tirrell, Dorothy**, "Teaching Engagement: Community Building," invited panelist at National Association of Schools of Public Affairs and Administration Annual Conference, Boise, ID, October, 1998.

Clay, Joy and **Norris-Tirrell, Dorothy**, "Enhancing Outcomes for Children at Risk for Abandonment: Evaluation and Policy Implications" presented at the American Society for Public Administration National Conference, Orlando, FL, April 1999.

**Norris-Tirrell, Dorothy**, "Immigration Policy in a Mixed-Sector Economy: Consequences for Public and Nonprofit Agencies," presented at the American Society for Public Administration National Conference, Orlando, FL, April 1999.

**Norris-Tirrell, Dorothy** and Joy Clay, "The Challenges of Evaluating Interdisciplinary Programs" presented at National Abandoned Infants Assistance Program, Annual Grantees' Conference, Washington, D.C., May 1999.

**Norris-Tirrell, Dorothy**, "The Utility of Undergraduate Public Administration Programs," Panel Member, Teaching Public Administration Conference, Fort Lauderdale, FL, February 2000.

**Norris-Tirrell, Dorothy**, "Using Service Learning to Prepare Professionals for Nonprofit Careers," presented at the National Association of Schools of Public Affairs and Administration Annual Conference, Richmond, VA, October 2000.

**Norris-Tirrell, Dorothy**, "Innovating the Capstone Experience in MPA Programs," presented at the National Association of Schools of Public Affairs and Administration Annual Conference, Washington, D.C., October 2001.

**Norris-Tirrell, Dorothy** and Stan Hyland, "Transforming the University through Community Partnerships or The Engaged University: Passing Trend or Paradigm Shift," presented at the National Association of Schools of Public Affairs and Administration Annual Conference, Indianapolis, IN, October 2004.

Clay, Joy, **Norris-Tirrell, Dorothy**, Pat Morgan and Leslie Moose . Paper, "Sustainability, Advancement and Innovations: Determining Factors of Nonprofit Success and Entrepreneurship," American Society for Public Administration Annual Conference, Milwaukee, WI, , April 2005.

**Norris-Tirrell, Dorothy**, Moderator for panel, "Health and Social Welfare: Collaborative Service Delivery" American Society for Public Administration Annual Conference, Milwaukee, WI, April 2005.

Schmidt, Susan and **Dorothy Norris-Tirrell**, Paper "Collaboration as a Tool for Connecting Higher Education Programs and Community: The Mid-South American Humanics Model at American Humanics Annual Conference, June 2005.

**Norris-Tirrell, Dorothy** and Joy Clay, Paper, "Collaborative Planning as Tool for Strengthening Homeland Security" presented at Southeastern Conference on Public Administration, Little Rock, AR, October 2005.

Clay, Joy, with Charles Menifield, James Carruth; Kathryn Cheever, **Dorothy Norris-Tirrell**, and Gary Roberts, Paper, "Waiving the MPA Entrance Exam: Impact on Performance," presented at National Association of Schools of Urban Affairs and Public Policy Annual Conference, Washington, DC, October 2005.

**Norris-Tirrell, Dorothy** and Susan Schmidt, Paper "Leveraging Community Collaboration to Promote Institutionalization and Sustainability for Campus Nonprofit Studies Programs: The Case of the Mid-South American Humanics Collaborative" at BenchMark3, national conference on the nonprofit agenda, Phoenix, AZ, March 2006.

**Norris-Tirrell, Dorothy**, Paper, "Building Community Networks for Emergency Preparedness: First responders, Nonprofit Organizations, Faith based Organizations and Volunteers" for presentation at American Society of Public Administration Annual Conference, Denver, CO, April 2006.

### **Other (universities/industry)**

**Norris-Tirrell, Dorothy**, "Accountability and the Nonprofit Organization," The University of Memphis and The Community Foundation of Memphis, June 27, 1994.

**Norris-Tirrell, Dorothy**, "What Does a Nonprofit Manager Need to Know," Shelby County Nonprofit Roundtable, November, 1994.

**Norris-Tirrell, Dorothy**, "The Profit of Nonprofits," Regional Meeting of the Golden Key National Honor Society, April 1, 1995.

**Norris-Tirrell, Dorothy**, "Board Training: How to be An Effective Board Member," Junior League of Memphis, September 20, 1995.

**Norris-Tirrell, Dorothy**, "The Flexibility Factor: Strategies for Facing a Changing Environment," United Way of the Mid-South, May 29, 1996.

**Norris-Tirrell, Dorothy**, "Building an Effective Executive Officer-Board Relationship," Memphis Society of Association Executives, April 23, 1998.

**Norris-Tirrell, Dorothy**, "The Future of Public Administration," MPA 25th Anniversary Professional Development Workshop, The University of Memphis, November 11, 1998.

**Norris-Tirrell, Dorothy**, "The Role of Nonprofit Organizations in America Today," Federal Executive Association, December 10, 1998.

**Norris-Tirrell, Dorothy**, "Board Basics," Community Foundation, September 26, 2000.

**Norris-Tirrell, Dorothy**, "Issues in Nonprofit Management: Why Nonprofit Organizations Sometimes Fail in Today's Competitive Market," November 8, 2000.

**Norris-Tirrell, Dorothy**, "Civic Engagement: Locally and Beyond," American Way Middle School 8<sup>th</sup> Grade Social Studies Classes, with the League of Women Voters, April 8, 2004.

**Norris-Tirrell, Dorothy**, "Board Governance" in collaboration with Volunteer Memphis Board Connection: October 2005, May 2006, September 2006.

## **FUNDED RESEARCH AND OUTREACH**

**Making Community Connections.** (2005-06). Association for Community-Higher Education Partnerships (\$25,000).

**Early Childhood Resource Center Feasibility Study.** (2005) United Way of the Mid-South (\$10,000).

**Mapping the Social Landscape: A Community Resource Project and Directory** (with Dorothy Crimi) (2004-05) The Community Foundation of Greater Memphis for the Collierville Foundation (\$3,665).

**CONNECT e-newsletter and webpage** (2003-Present). Resource to strengthen the local nonprofit sector (\$10,000).

**American Humanics Nonprofit Management Certificate Program** (2002-06). Mid-South American Humanics Collaborative (\$12,000 annually).

**Evaluation: Improving the Outcomes of Children At Risk of Abandonment** (with Joy Clay) (1996-2000). Administration for Children and Families, Department of Health and Human Services, Washington, D.C. (\$121,000).

**Evaluation of Community Outreach Partnership Centers (COPC) Program** (with David Cox, Joy Clay, Greer Gay, Stan Hyland and Cyril Chang). (1996-97) One of three national grants awarded by Office of University Partnership in the Office of Policy Development and Research, Department of Housing and Urban Development, Washington, D.C. (\$25,000).

**Professional Development for Female Municipal Employees** (with Denice Rothman) (1990-91) . American Society for Public Administration, Section on Women (\$1,500)

## CONSULTATION

Nonprofit Organization Creation, Association of Community-Higher Education Partnerships (2002)  
City Wide Strategic Planning Process Quality of Life/Amenities Committee Facilitation, (2001-02)  
Strategic Plan Facilitation and ongoing board development, West Tennessee Family Solutions (2001-02)  
Strategic Positioning, CD Council (2001)  
Strategic Positioning, Memphis City Beautiful, (2000).  
Retreat Facilitation, The Community Forum (2000)  
Strategic Positioning, Community Foundation of Greater Memphis (2000)  
Focus Group Consultation and Facilitation, Volunteer Memphis (1999)  
Meeting Facilitation: Mission Development, Peabody-Vance Collaborative (1999)  
Process Facilitation: Development of Evaluation Plan, Court Appointed Special Advocates (CASA) (1998-2000)  
Action Planning, Memphis Restaurant Association (1998)  
Board Development/Agency Termination, Alzheimer's Association (1997-98)  
Board Development, The Shepherd's School (1997)

## OUTREACH

Telecommunications Taskforce, City of Germantown (1994-96)  
Community Needs Assessment Committee, Program Services Committee, March of Dimes Foundation, West Tennessee Chapter (1994-present)  
Program Committee, Mission Corps International (1994-2002)  
Advisory Committee, Brain Injury Association (1994-96)  
Development/Strategic Planning (10 Students in POLS 7642: Resource Development in Nonprofit Organizations, Adriene Bailey, Executive Director, Big Brothers/Big Sisters) (1996)  
Strategic Planning Retreat, League of Women Voters of Memphis/Shelby County (1996-1999)  
Editorial Advisory Board, The Community Forum (1997-2003)  
Resource Development Plan (Eight students in POLS 7642: Resource Development in Nonprofit Organizations, Gaye Johnston, Executive Director, The Memphis Literacy Council) (1998)  
Web Page Development (Supervision of student projects), League of Women Voters of Memphis/Shelby County (1998)  
Linkage Facilitation-Spanish Speaking Organizations, The Community Forum (1998-99)  
Steering Committee and Meeting Facilitation, Orange Mound Leadership-Germantown Leadership (1998-99)  
Y2K Taskforce (mayoral appointee), City of Germantown (1999-2000)  
Invited Charette Participant Governors' Alliance for Regional Excellence (Tennessee, Arkansas, Mississippi) (1999-2000)  
Program Creation and Implementation, Board Marketplace, a collaborative project with The Community Forum, The Volunteer Center, and The United Way (1999—present)  
Resource Development/Voluntary Program Evaluation Plan (Students enrolled in POLS 7642: Resource Development in Nonprofit Organizations, Dan Michael, Executive Director, CASA) (2000)  
Strategic Planning facilitation District 11 Homeland Security Council, Community Preparedness Subcommittee, final report prepared, September 2005.

## UNIVERSITY SERVICE:

Department	MPA/MHA Committee	1993-2000
	Nonprofit Concentration Development [C]	1993-94
	Undergraduate Curriculum Development Committee	1995-1999
	MPA/MHA Internship Committee	1995-1999
	Recruitment Committee	1995-1996
	MPA/MHA Retreat Facilitator	1996, 1999
	MPA/MHA Comprehensive Exam Committee	1996-1999
	Computer Network Committee	1996
	MPA Refocus Committee	1996-1999
	MPA Admissions Committee	1996-2000
	Pat Fett Memorial Committee	1997
	Chair Search Committee	1997
	Coordinator, MPA Program	1997-1999
	Chair, MPA Faculty Search Committee	1997-1998, 1998-1999, 2000-2001
	Pi Alpha Alpha Chapter Advisor	1997-2000
	Pi Alpha Alpha Chapter Treasurer	2000-Present
	MPA 25th Anniversary (C)	Fall 1998
	Director, Division of Public Administration	1999-Present
	Facilitator and Report Author, NASPAA Reaccreditation self-study	2000-01
	College/School	Department Representative, College of Arts & Sciences for Research & Graduate Studies
College of Arts & Sciences, Part time Masters Fellowship Selection Committee [C]		1994-95
School of Urban Affairs and Public Policy Task Force		1998-1999
Faculty Search Committee, Department of Social Work		2000
Executive Committee, School of Urban Affairs and Public		2000-Present
Chair, Tenure & Promotion Committee, Jerome Blakemore		2000
Chair, Tenure & Promotion Committee, Social Work		2003
CAS, Tenure & Promotion Committee		2001-02
CAS, Dean's Advisory Committee		2003-04
Chair, Anthropology Chair Internal Search Committee		2004
Department of Social Work Search Committee		2005
UAPP Ph.D. Proposal Committee and Co-chair of UAPP Ph.D. Curriculum Committee		2005-06
University		University College committee to create Nonprofit and Administration interdisciplinary guidelines
	American Humanics Advisory Committee, University College	1998-2003
	American Humanics Student Organization, Faculty Advisor	2000-Present

University College Distinguished Special Project Selection Committee /Alma Bucovaz Urban Award Committee	2001-Present
University College Advisory Committee	2003-Present
Southern Association of Schools and Colleges, Compliance Team Chair	2003-04

## **PROFESSIONAL SERVICE**

American Society for Public Administration, National Campaign for Public Service, 1995-1999  
 American Society for Public Administration, Chapter Newsletter Award Judging Committee, 1995, 1997  
 American Society for Public Administration, Section on Public Administration Education Advisory Board, 2000-2004  
 American Society for Public Administration, Section on Health and Human Services, Editorial Board, 2005-Present  
 American Society for Public Administration, Memphis/Midsouth Chapter, Program Committee, 1993-2004  
 American Society for Public Administration, Memphis/Midsouth Chapter, Annual Awards Luncheon (C), 1998-2004  
 American Society for Public Administration, Memphis/Midsouth Chapter, Secretary, 1998, 1999  
 American Society for Public Administration, Memphis/Midsouth Chapter, President, 1999-2001  
 American Society for Public Administration, Memphis/Midsouth Chapter, Treasurer, 2006  
 Midsouth American Humanities Collaborative, University of Memphis Administrative Representative, 2002-Present  
 Midsouth American Humanities Collaborative, Chair, Student Focus Committee, 2003-Present  
 Southeastern Conference on Public Administration, Program Committee (Coordinated 3 panels), 1996  
 Southeastern Conference on Public Administration, Board of Directors, 2006  
 Pi Alpha Alpha, University of Memphis Chapter, Faculty Advisor, 1997-2001  
 Pi Alpha Alpha, University of Memphis Chapter, Treasurer, 1997-Present  
 Academy of Management Reviewer, Public & Nonprofit Division, 1997-2002  
 American Review of Public Administration, Manuscript Review, 2001-Present  
 Southeastern Journal of Political Science, Manuscript Reviewer, 1997-2001  
 Public Performance and Management Review, Manuscript Reviewer, 2002-Present  
 Federal Executive Association Awards Luncheon Steering Committee, 1998-2003  
 Federal Executive Association Civic Review Panel, 1998, 1999, 2003  
 American Review of Public Administration, Manuscript Reviewer, 1999-Present  
 Association of Researchers of Nonprofit Organizations and Voluntary Associations, Conference proposal reviewer, 2004  
 College of Arts and Sciences, Great Conversations participant: When Disaster Strikes or How Communities Respond: The Case of the '03 Memphis Windstorm, 2004  
 YWCA of the Mid-South, Nominating Committee, 2003-2006  
 United Way of the Mid-South, Standards and Accountability Committee, 2004-Present  
 Urban Child Institute, Reviewer for Early Childhood Collaborative Grants, 2005  
 National Association of Schools of Public Affairs and Administration, Reaccreditation Site Visit Team Member, 2005