

Boards & Commissions Application



I am interested in serving on the following boards/commissions. (Please indicate the order of preference).

1. Redevelopment and Housing Authority 2. _____

As an applicant/member of a Council-appointed Board or Commission, your name, address, and phone number will be available to the press and public. Information will be kept on file for three years. Public discussion of information contained herein may occur in the meeting at which appointments are considered by the City Council.

Mr. Mrs. Ms. Miss. Dr. (Please type or print clearly)

Name: Swartz Nicholas (Nick) J Date: 02/07/19
(Last) (First) (M.I) (M.I)

Home Address: 812 Greenbriar Drive Own/Rent? Own

Phone Number: 704-293-2270 Alternate Phone: _____

Occupation: Associate Dean and Professor Employer/Organization: James Madison University

E-mail: swartznj@jmu.edu Harrisonburg resident for 11 years.

Were you referred by anyone: Yes No Name of Referring Party: _____

How did you hear about volunteering on a board or commission? Cable Website Council Meeting
 Other: Newspaper

Why do you wish to serve on a board or commission?

During my 11 years in Harrisonburg, I have worked with a number of local governments and nonprofit organizations in order to help them better respond to citizen/consumer needs while also helping them improve service delivery in a more effective and efficient manner. These experiences have all been in my role as first an Assistant Professor of Public Policy and Administration at JMU, then as Director of the MPA Program, then as founder and director of the Madison Center for Community Development, and now in my role as Associate Dean of MU's Outreach and Engagement. Having said that, these experiences have never really been through my role and lens as a citizen of Harrisonburg. I'd now like to give back to my community in a way that combines not only my passion and interest in the subject of housing but will also utilize my 20 years of experience working in the areas of economic and community development.

What relevant experience or education do you have to this board or commission?

My educational background includes an undergraduate degree in Political Science with a focus on Public Administration, a Masters Degree in Public Administration with a focus on local government and Quality of Life, and a Doctorate Degree in Public Policy with a focus on Regional Economic Development. My career began my sophomore year of college where I began working full-time at a commercial real estate development company. I was responsible for multi-million dollar real estate transactions across the country—mainly mixed-use development. I became extremely curious and interested in how the projects I was working on not only changed the built environment in the communities where the development occurred, but how these projects impacted the individuals living around the development—mainly lower income individuals. I chose to pursue my MPA degree due to a desire to learn more about best practices with respect to land-use and zoning, planning, affordable housing, economic development, and management. While working on my PhD I worked as an Associate for a Transportation Center in Charlotte, NC. This further solidified my interest in and desire to help those negatively impacted by the built environment around them—including affordable housing and the impacts of gentrification. Since arriving in Harrisonburg, I have worked on a number of applied, community-based projects including: the development of economic development plans for Elkton and Dayton, the Comprehensive Plan for the Town of Grottoes, an update to Rockingham-County's Comprehensive Plan, a Housing Study for the Harrisonburg-Rockingham Association of Realtors, among others.

What other interests or concerns do you have regarding the community?

I am extremely passionate about helping those in my community—especially those without access to the necessary resources or who are afraid or unable to speak up on their own behalf. As an openly gay individual, I know first hand the struggles many experience simply because of who they are. As a result, I fight hard to create opportunities and experiences to help empower individuals to not only be comfortable with who they are but also help alleviate some of the burdens and hardships they may experience. Many in our community face daily hardships due to discrimination; health issues; lack of or access to resources including housing, transportation, education, health care, childcare, etc.; drug and/or alcohol additions; lack of esteem due to physical and/or verbal abuse; the list goes on and on. These are the individuals I am most interested in and concerned about. It is a such a powerful and awesome responsibility to help the most disadvantaged in our community and it would be honor to serve on the Redevelopment and Housing Authority to help ensure the economic, social, and housing vitality of our community.

Please list any past or present community involvement e.g. City Council, Board and Commissions, Citizen Academy, etc. in Harrisonburg or elsewhere:

Though I have not served on City Council, Boards and Commissions, or Citizen Academy, I am very active in the community including current/past participation/involvement with:

- Harrisonburg-Rockingham Healthy Community Council
- Harrisonburg-Rockingham Chamber of Commerce
- Harrisonburg Downtown Renaissance
- Small Business Development Center
- Harrisonburg Education Foundation
- Way to Go
- United Way
- The Community Foundation
- The Arc

In addition, I have worked on a number projects with the City including Downtown Parking and Building Entrepreneurial Economies (Bricks and Clicks).

-Please return completed application to the City Manager's Office-

Applicants are encouraged to attach a resume or other supporting information that may be helpful to Council in considering their application.

409 S. Main Street, Harrisonburg, VA 22801

Tel:(540)432-7701 Fax:(540)432-7778 E-mail:Pamela.Ulmer@harrisonburgva.gov

CURRICULUM VITAE
Nicholas J. Swartz, PhD

James Madison University
Outreach and Engagement
127 West Bruce Street, Ice House
MSC 6906
Harrisonburg, VA 22807
(540) 568-5272
swartznj@jmu.edu

Education

Doctorate of Philosophy-Public Policy, December 2008

The University of North Carolina at Charlotte
9201 University City Blvd., Charlotte, NC 28223

- Concentration: Regional Economic Development with focus on Economic and Community Development and Quality of Life.

Master in Public Administration (MPA), May 2003

The University of North Carolina at Wilmington
601 South College Road, Wilmington, NC 28403

- Concentration: Town Management/Planning with focus on Quality of Life and Strategic Planning
- GPA: 4.0

Bachelor of Arts, Political Science, May 2001

The University of North Carolina at Wilmington
601 South College Road, Wilmington, NC 28403

Professional Experience

Associate Dean, Outreach and Engagement

August 2017-current
James Madison University

Co-Director, JMU Engagement Fellows Program

August 2017-current
James Madison University

Associate Vice Provost, Vice Provost's Office for Research and Scholarship,

January 2016-August 2017
James Madison University

Founder and Director, Madison Center for Community Development, May

2014-current
James Madison University

Director, Master of Public Administration Program, May 2011-June 2014
Department of Political Science
James Madison University

Associate Professor of Public Policy and Administration, April 2014-current
Department of Political Science
James Madison University

Assistant Professor of Public Policy and Administration, July 2008-April 2014
Department of Political Science
James Madison University

Visiting Assistant Professor of Government, August 2007-May 2008
Department of Government, History and Justice
Campbell University

Adjunct Instructor, Spring 2006 and Spring 2007
Department of Political Science
The University of North Carolina at Charlotte

Adjunct Instructor, Fall 2005-Fall 2006
Central Piedmont Community College

Research Associate, May 2003-July 2007
Center for Transportation Policy Studies
The University of North Carolina at Charlotte

Projects Included:

- Impacts of Light Rail and Summary of CATS (Charlotte Area Transit System) Bus Operations
- The Economic Impact Assessment for North Carolina Rail Road Company
- Economic Impact Assessment on the Greater Raleigh Region for Raleigh-Durham International Airport
- Justification of Charlotte's Light Rail System and Half Cent Sales Tax
- Economic Impact Assessment on the Greater Charlotte Region for Charlotte Douglas International Airport
- *Integrated Proceedings of the North Carolina Forums on Freight Mobility and Economic Prosperity* for the North Carolina Department of Transportation
- Governance Study for the Charlotte Area Transit System for Future Light Rail System

Graduate Teaching Assistant, August 2002-May 2003
Political Science/Public Administration Departments
The University of North Carolina at Wilmington

Duties Included:

- Assisted in class preparation for graduate level Computer Applications class, undergraduate Research Methods class, and undergraduate American Legislature class

- Performed extensive departmental research on Quality of Life issues and Annual Regional Quality of Life Conference
- Created SPSS codebook and website for departmental six county Regional Quality of Life Study

Research Fellowship, September 2001-July 2002

Planning Department, Town of Carolina Beach, North Carolina

Duties Included:

- Created several databases to meet the demands of the department
- Performed statistical analysis of planning department data
- Created and administered a PowerPoint training session for all town employees
- Created the Town's Mooring Field Ordinance and parking brochure
- Other tasks as assigned

Senior Commercial Closing Coordinator, May 1997-September 2001

Zimmer Development Company, LLC

Duties Included:

- Supervised five person Loan Closing Department responsible for closing multi-million dollar Commercial Real Estate loan transactions
- Liaison for communication for lenders, lender's counsel, local counsel, brokers, and anchor tenants
- Responsible for the ordering and tracking of appraisals, soils reports, surveys, title reports, loan documents, entity documents, subdivision plats and any other items needed for a closing
- Responsible for weekly staff meeting with department and President and General Counsel of the Company

Intern for United States Senator, Summer 1998

Duties Included:

- Performed legislative research at the Library of Congress
- Fielded calls from constituents and other members of Congress
- Attended meetings with constituents and full staff members pertaining to pending legislation
- Other tasks as assigned

Office Assistant, August 1996-May 1997

UNC Wilmington Student Government Association

Duties Included:

- Prepared Senate and House of Representative's minutes
- Created publicity brochures and correspondence between officers and administration
- Provided assistance to the President of the Student Body and to students with concerns regarding appropriations

Publications

- Implementing a Multi-Method Competency Model: Experiences of the MPA Program at James Madison University. *Journal of Public Affairs Education* 20, no. 3, Summer 2014: 321-334.
- Swartz, Nicholas and Lili Peaslee. *Virginia Government: Institutions and Policy*. Washington, DC: CQ Press. 2014.
- Wodicka, Reid. Nicholas Swartz and Lili Peaslee. Taking the Classroom to Townhall: Advancing Public Affairs Education Through University-Municipal Collaborations. *Journal of Public Affairs Education*, 18, no. 2, Spring 2012: 271-294.
- Leland, Suzanne, Nicholas Swartz and JoAnn Carman. Is there a Crisis in Leadership? A Study of the Challenges Facing the Management Capacity of North Carolina Cities and Counties. Volume I., Number 2. National Civic Review. Summer 2012.
- Swartz, Nicholas. Does City/County Consolidation Matter? A Comparative Case Study Analysis of Virginia Beach and Richmond, VA. *City-County Consolidation: Promises Made, Promises Kept?* Edited by Suzanne Leland and Kurt Thurmaier, Washington, DC: Georgetown University Press.
- Swartz, Nicholas. "Council". "Administration". "Annexation". Entries published in *Political Encyclopedia of US States and Regions*. CQ Press. 2008.
- Hauser, E., Swartz, N. and Elmes, S. Risk Preparation, Evacuation, and Rescue. *Natural Disaster Analysis After Hurricane Katrina: Risk Assessment, Economic Impacts and Social Implications* Edited by Harry Richardson, Peter Gordon and James Moore. Edward Edgar Publishing. 2008.
- Dluhy, M. and Nicholas Swartz. Connecting Knowledge and Policy: The Promise of Community Indicator Projects in the United States. *Social Indicators Research*, Vol. 79, Number 1, October 2006, pgs, 1-23.
- Hauser, E., M. Walton, and N. Swartz. Integrated Proceedings: North Carolina Forums on Freight Mobility and Economic Prosperity, July 2006.
- Hauser, E., Rash, D., Elmes, S., and Swartz, N. North Carolina ATLAS Revisited. *Transportation*. May 2005.
Available at: <http://www.ncatlasrevisited.org/homefrm.html>.

Contracts and Grants

- **Virginia Department of Housing and Community Development, Building Entrepreneurial Economies: Implementation Grant—Regional Retail Renaissance** with City of Harrisonburg, Rockingham County, Harrisonburg Downtown Renaissance, and Shenandoah Valley Small Business Development Center

September 2017-current (\$40,000)

- **Virginia Department of Housing and Community Development, Building Entrepreneurial Economies: Regional Market Analysis Bonanza, City of Harrisonburg & Rockingham County** with City of Harrisonburg, Rockingham County, Harrisonburg Downtown Renaissance, and Shenandoah Valley Small Business Development Center
December 2016-May 2017 (\$15,000)
- **Evaluation of Project Discovery Post-Secondary Access Program, Project Discovery with Drs. Fred Mayhew and Charles Blake**
July 2016-October 2016 (\$8,808)
- **City of Harrisonburg Downtown Parking Study, City of Harrisonburg and Harrisonburg Downtown Renaissance**
December 2015-May 2016 (\$3,840)
- **Housing Needs Assessment, Harrisonburg-Rockingham Association of Realtors**
October 2015-August 2016 (\$5,000)
- **Rockingham County, VA Comprehensive Plan for 2020 and Beyond: 2015 Update Review, Rockingham County, VA**
May 2015-December 2016 (\$7,530)
- **Facilitation of Strategic Planning, Shenandoah Valley Regional Airport**
October 2014-December 2016 (\$5,300)
- **Facilitation of Strategic Planning, Harrisonburg Education Foundation**
June 2014-August 2015 (\$5,000)
- **Facilitation of Strategic Planning, Dukes Step Up!**
June 2014-December 2014 (\$1,500)
- **United Way of Harrisonburg and Rockingham County Grants Management Process for United Way Agencies**
December 2013-September 2014 (\$7,500)
- **Development of the Comprehensive Plan, Town of Grottoes, VA**
May 2013-May 2014 (\$15,900)
- **Shenandoah Valley Workforce Investment Board**
Workforce Initiative Sustainability Project and Program Evaluation
May 2013-July 2014 (\$40,000)

- **Shenandoah Valley Partnership**
August 2012-May 2013 (\$17,752)
- **Development of Economic Development Plan, Town of Dayton, VA**
August 2011-May 2012(\$21,000)
- **Dogwood Hill Farms**
"Tax Analysis and Economic Development"
September 2010-May 2011 (\$12,000)
- **Principal Investigator, on behalf of James Madison University's Research and Public Service**
"Economic Development for Rockingham Center for Research and Technology"
December 2009-May 2010 (\$15,000)
- **Development of Economic Development Plan, Town of Elkton, VA**
July 2009-June 2010 (\$14,900)
- **Massanutten Incorporation**
"Feasibility of Municipal Incorporation" for Great Eastern Resort Corporation
October 2007 - December 2008. (\$20,000)
- **Institute for National Security Analysis, James Madison University**
Course Development: Urban Policy and Emergency Management—An Organizational and Managerial Analysis
Summer 2009 (\$11,574)
- **Pearson Education, Longman Publishers**
Development of Companion Website for State and Local Politics with Dr. Lili Peaslee
(\$1,000)

Presentations, Talks, and Panel Participation

- "Verbing the Noun: Lessons on Developing Engagement Gap Year Program" Presented at Eastern Region Campus Compact Conference, Providence, Rhode Island, March 25, 2019.
- "JMU Engagement Fellows Program." Presented at The Engagement for the Public Good Conference, James Madison University, Harrisonburg, VA, November 8, 2018.
- "Are There Better Ways to Go?: The Identification of Best Practices to Enhance Service Delivery." Presented at the South Eastern Conference of Public Administrators (SECoPA), Raleigh, NC, October 15, 2016.

- "Engaged Scholarship: Contemporary Landscapes and Future Directions", invited plenary speaker. January Symposium. James Madison University, January 6, 2016.
- "A Blended Approach—How to Use University Resources to Enhance Your Program. Working with Centers/Institutes to Promote Service Learning Opportunities Within Your Program." Presented at Network of Schools of Public Affairs and Administration (NASPAA) annual conference, Brooklyn, NY, October 15, 2015.
- "Enhancing Local Government Capacity Through University-Community Partnerships" co-authored with Lili Peaslee and Reid Wodicka. Paper presented at the Engagement Scholarship Consortium (ESC) Conference, Penn State University, University Park, PA, September 29, 2015.
- "What the Heck is This Thing Called Engagement? And, What Should it Look Like?" Co-authored with Carol Fleming. Presented at the University Professional and Continuing Education Association (UPCEA) Conference, Washington, DC, March 30, 2015.
- Panel Moderator and Discussant for Program Management and Innovation Panel at University Professional and Continuing Education Association (UPCEA) Conference, Washington, DC, March 31, 2015.
- "Madison Center for Community Development: Where the Quad Meets Main Street and Beyond." Presented at Leading Change through Innovation and Collaboration Forum on Best Practices about Educational Innovation, Administrative Improvements to Increase Effectiveness and Efficiency, and Enhanced Services, University of Virginia, December 3, 2014.
- "Advancing Public Service Through Undergraduate Education." Presented at Network of Schools of Public Policy, Affairs, and Administration (NASPAA) annual conference, Albuquerque, NM, November 5, 2014.
- "Thinking Small: Strategies in an Evolving Context." Presented at Network of Schools of Public Policy, Affairs, and Administration (NASPAA) annual conference, Washington, DC., October 10, 2013.
- "Marketing Strategies for NASPAA's Small Programs." Presented at Network of Schools of Public Policy, Affairs, and Administration (NASPAA) annual conference, Washington, DC, October 10, 2013.
- Panel Moderator and Discussant for Transportation Issues Panel at the South Eastern Conference of Public Administrators (SECoPA), Charlotte, NC, September 28, 2013.

- “Shaping a Culture of Service Learning in Public Administration: The Partners in Community Leadership Model at James Madison University.” Paper presented at the Teaching Public Administration Conference, May 22, 2012, South Padre Island, TX.
- “Enhancing Local Government Capacity through University-Community Partnerships” co-authored with Lili Peaslee and Reid Wodicka. Paper presented at the South Eastern Conference of Public Administrators (SECoPA), New Orleans, LA, September 24, 2011.
- Moderator and discussant for Institutional and Organization Arrangements for Effective Transportation Governance panel at the South Eastern Conference of Public Administrators, (SECoPA), New Orleans, LA, September 24, 2011.
- “Taking the Classroom to Town Hall: The Experiences of a Partnership Between James Madison University’s Public Policy and Administration Program and the Town of Elkton, VA” co-authored with Lili Peaslee and Reid Wodicka. Paper presented at the Teaching Public Administration Conference, Williamsburg, VA, May 17-19, 2011.
- “Taking the Classroom to Town Hall: The Experiences of a Partnership Between James Madison University’s Public Policy and Administration Program and the Town of Elkton, VA” co-authored with Lili Peaslee and Reid Wodicka. Paper presented at the South Eastern Conference of Public Administrators (SECoPA), Wilmington, NC October 16, 2010.
- “Efficiency and Effectiveness of Light Rail Systems: Does the Number of Operated Modes of Transportation Matter for Performance?—An Update” co-authored with Olga Smirnova. Paper presented at the South Eastern Conference of Public Administrators (SECoPA), Wilmington, NC, October 17, 2010.
- “To Incorporate or Not to Incorporate—That is the Question. An Analysis of the Potential Municipal Incorporation of Massanutten Village, VA” co-authored with Benjamin Craig. Paper presented at the South Eastern Conference of Public Administrators (SECoPA), Louisville, KY, September 30, 2009.
- Panel Moderator and Discussant, *Urban and Regional Planning: Lessons from the South*, at the South Eastern Conference of Public Administrators, Orlando, FL, September 25, 2008.
- “Is there a Crisis in Leadership? A Study of the Challenges Facing the Management Capacity of North Carolina Cities and Counties” co-authored with Suzanne Leland and Joanne Carman. Paper presented at the South

Eastern Conference of Public Administrators (SECoPA), Orlando, FL, September 25, 2008.

- “What Drives an Airport to Choose to Conduct an Economic Impact Assessment: A Qualitative Analysis”. Paper presented at Urban Affairs Association (UAA), Baltimore, MD, April 26, 2008.
- Panel Moderator, *Homeland Security: Costs, Benefits, and Support*, Conference for Association of Budgeting and Financial Management (ABFM), Washington, DC, October 25, 2007.
- “An Assessment of the Assessment: The Need for and Development of a New Approach to Estimating the Economic Impacts an Airport has on its Regional Economy”. Paper presented at the Association of Budgeting and Financial Management (ABFM), Washington, DC, October 25, 2007.
- “Efficiency and Effectiveness of Transit Systems: Does the Number of Operated Modes of Transportation Matter for Performance” co authored with Olga Smirnova. Paper presented at the Southeastern Conference of Public Administrators (SECOPA), Nashville, TN, September 27, 2007.
- “Does Consolidation Make A Difference? A Comparative Budgetary Analysis of Richmond and Virginia Beach, VA. Paper presented at Urban Affairs Association (UAA), Seattle, WA, April 25, 2007.
- Panel Moderator, *Economic Development and Redevelopment*, Conference for Association of Budgeting and Financial Management (ABFM), Atlanta, GA, October 20, 2006.
- "Do Governance Structure and Mode of Transportation Influence Growth of Our Metropolitan Regions?" co-authored with Olga Smirnova. Paper presented at Southeastern Conference of Public Administrators (SECOPA), Athens, GA, September 28, 2006.
- “Light Rail: Does it Make a Difference?” Paper presented at Urban Affairs Association (UAA), Montreal, Canada, April 21, 2006.
- “Is There an Efficiency Gain with Governmental Consolidation? A Case Study Analysis of the Consolidated Government of Virginia Beach, VA” Paper presented at the Association of Budgeting and Financial Management (ABFM), Washington, D.C., November 12, 2005.
- “Community Indicators: Do Decision Makers Really Use Them? A National Review of Community Indicator Projects Across the US”. Paper presented at American Society of Public Administration (ASPA) Conference with Milan Dluhy, PhD, Milwaukee, WI, March, 2005.

- “Selecting and Utilizing Community Indicators for Quality of Life Projects and Studies” Paper presented at Southeastern Conference of Public Administrators (SECoPA) with Milan Dluhy, PhD, Charlotte, NC, October 5, 2004.
- “Connecting Knowledge and Policy: The Promise of Community Indicators” Paper presented at American Society of Public Administrators (ASPA) Conference with Milan Dluhy, PhD, Portland, OR, March, 2004.
- “Boardwalk Revitalization: A Cost Benefit Analysis Approach to Carolina Beach’s Blighted Boardwalk” Paper presented at Southeastern Conference of Public Administrators (SECoPA), Columbia, SC, October 5-6, 2002.

Works in Progress

- Are There Better Ways to Go?: The Identification of Best Practices to Enhance Service Delivery
- Thinking Outside the Department: Utilizing University and Community Resources in the Management of Public Administration & Policy Programs
- Assessing Local Government Needs and University Community Partnerships: A National Survey with Reid Wodicka and Lili Peaslee.
- Forming an Evaluation Plan: Best Practice to Evaluating Community-University Partnerships and Engagement
- What the Heck is This Thing Called Engagement? And, What Should it Look Like?

Technical Reports

- *Downtown Harrisonburg Parking Study: An Assessment of Public Parking Usage and Parking Attitudes, Perceptions and Behaviors*, prepared for the City of Harrisonburg, VA and Harrisonburg Downtown Renaissance, August 2016.
- *Housing Needs and Market Analysis of the Harrisonburg-Rockingham Housing Market Area*, prepared for the Harrisonburg-Rockingham Association of Realtors, June 2016.
- *Rockingham County, VA Comprehensive Plan for 2020 and Beyond: 2015 Update Review*, prepared for Rockingham County Board of Supervisors, December 2015.
- *Strategic Plan*, prepared for Harrisonburg Education Foundation, April 2015.

- *Strategic Plan*, prepared for Dukes Step Up!, December 2014.
- *Workforce Initiative Sustainability Project and Program Evaluation*, prepared for Shenandoah Valley Workforce Investment Board, July 2014.
- *Downtown Harrisonburg Parking Study: An Assessment of Public Parking Usage and Parking Attitudes, Perceptions and Behaviors*, prepared for the City of Harrisonburg, VA and Harrisonburg Downtown Renaissance, April 2013.
- *Organizational Development Plan for Shenandoah Valley Partnership*, prepared for Shenandoah Valley Partnership, January 2013.
- *Economic Development Plan for Town of Dayton, VA*, prepared for the Town of Dayton, VA Town Council, May 2012.
- *Economic and Tax Organization/Think Tank Analysis: A Comparative Examination*, prepared for Dogwood Hill Farms, December 2010.
- *Program Evaluation for The Town of Elkton Police Department*, prepared for the Town of Elkton, VA. April 2010.
- *Program Evaluation for The Greater Elkton Community Center*, prepared for the Town of Elkton, VA. April 2010.
- *Economic Development Plan for Town of Elkton, VA*, prepared for the Town of Elkton, VA Economic Development Committee, February 2010. See: <http://www.elktonva.gov/PDF/economicplan.pdf> for full report.
- *Program Evaluation for The Mercy House*, prepared for Executive Director of The Mercy House, Harrisonburg, VA. April 2009.
- *Suggested Data Collection Efforts for the Town of Selma, NC*, prepared for the Town of Selma, NC Strategic Planning Committee, July 2007.
- *Analysis of CATS (Charlotte Area Transit System) Operations and the South Corridor Light Rail Line*, with Edd Hauser, PhD and Sherry Elmes, prepared on behalf of the Charlotte Chamber of Commerce, April 2007.
- *Economic Impact Assessment of Raleigh Durham International Airport* with Edd Hauser, PhD, prepared for the Aviation Office of RDU Airport, August 2006.
- *Integrated Proceedings: North Carolina Forums on Freight Mobility and Economic Prosperity* with Edd Hauser, PhD and Mike Walton, PhD, prepared for the North Carolina Department of Transportation, September 2005.

- *Economic Impact Assessment of Charlotte Douglas International Airport* with Edd Hauser, PhD, prepared for the Aviation Department of the City of Charlotte and the Airport Director's Office, December 2004.
- *Governance Study for Charlotte's Future Light Rail System* with Jerry Ingalls, PhD, Suzanne Leland, PhD, Gary Johnson, PhD, and Ike Heard, MA, prepared for the Metropolitan Transit Commission, May 2004.
- *The Town of Wrightsville Beach, North Carolina National Pollutant Discharge Elimination System Phase II Comprehensive Storm Water Management Program*, with Tracie Davis and Jennifer Bundgaard, prepared for the Town of Wrightsville Beach, North Carolina, April 2003.
- *Performance Measurement: Town of Carolina Beach Planning Department* with Jennifer Bundgaard, prepared for the Town of Carolina Beach, North Carolina Planning Department, December 2002.
- *Town of Carolina Beach Turnover Study* with Stacey Waters and Tim Fuss, prepared for the Town of Carolina Beach, North Carolina at the request of the Town Manager and Human Resource Director, May 2002.

Service to the University (James Madison University)

- Research & Scholarship Taskforce, August 2018-current
- Chair, Program Committee, Engagement for the Public Good Conference, December 2017-current
- Advisory Board Member, The Cohen Center for the Humanities, August 2018-current
- Panel Judge, Showcase of Graduate Scholarship and Creative Activity, Spring 2018
- Chair, Scholarship Review Committee, Adult Degree Program, Spring 2018
- Dean's Council, Outreach and Engagement, August 2017-current
- Review Committee, Graduate School Travel Grant Award, Spring 2018
- Virginia Campus Compact Planning Member (for the potential creation of a Virginia Campus Compact), Summer 2016-May 2017
- Representative on behalf of JMU to SCHEV's (State Council of Higher Education for Virginia) Economic Development Workgroup Committee Responding to HB515, Summer 2016-current
- A-Team, August 2017-current

- Founder, JMU Office of Federal Relations, Summer 2016
- Steering Committee Member, Engagement Fellowship/Service Year, Spring 2016-current
- Research Support Committee (serving with the Vice Provost for Research and Scholarship, Dean of Libraries and Educational Technologies, and Assistant Vice President of Information Technology), February 2016-August 2017
- Chair, Graduate School Associate Dean Search Committee, Spring 2016
- Member, JMU Graduate School Strategic Planning Taskforce, Fall 2015-Spring 2016
- Selection Committee Member for Provost's Award for Excellence in Graduate Advising, 2014-2015
- Community Engagement Committee Member, February 2015-current
- Community Engagement Award (Graduate School) Review Committee, March 2016
- Campus and Community Partnerships Committee Member, Spring 2015
- Tenure and Promotion Committee (TPAC), Fall 2014-current
- Search Committee Member, Graduate School Dean, Summer 2014-April 2015
- Director, Madison Center for Community Development, May 2014-current
- Hillcrest Scholarship: Service/Leadership Selection Committee Member, 2014-2015
- Member, Madison Business Network, Summer 2014-present
- Search Committee Member, Director of Community Partnerships, Outreach and Engagement, July-August 2014
- Director, Master of Public Administration Program, May 2011-June 2014
- Advisory Committee, 4C Campus Community Civic Collaborative , September 2014-June 2014
- Coordinator, JMU MPA Roanoke Program, December 2011-June 2014
- Advisor, Graduate Student Association, Spring 2013-June 2014
- Director, Partners in Community Leadership Program, 2010-May 2014

- Academic Program Review (APR) Committee, Department of Political Science, Fall 2012- May 2013
- Executive Council, Graduate Council, Spring 2013-June 2014, January 2018-current
- Dingedline Scholarship Interview Reviewer, Spring 2013, Spring 2015, Spring 2016
- School of Public and International Affairs Fall 2013 Symposium Planning Committee, Spring 2013-November 2013
- Lead Author, NASPAA Accreditation Report, Spring 2012-Summer 2012
- MPAC Committee Member, Summer 2012
- Faculty mentor to Dr. Rob Alexander, new (2011-2012) faculty member
- Scholarship at JMU Sub-Committee Member , Fall 2011-May 2012
- C&I Graduate Chair for Political Science and Public Administration, December 2011-June 2014
- Selection Committee Member for Provost's Award for Excellence in Outreach and Engagement, 2012-2013, 2013-2014, 2014-2015
- Selection Committee Member for Provost's Award for Excellence in Research and Scholarship, 2011-2012, 2012-2013, 2013-2014, 2014-2015
- Geo-Spatial Technology Mini Grant, JMU, Spring 2013 (\$1,000)
- JMU Teach Faculty Supervisor (Topic: Financial Crisis): 2011-2012
- Graduate Council Representative (for MPA Program), Summer 2011-June 2014; (for Office of Research and Scholarship) spring 2016-current
- Planning Committee Member, Celebration of Madison Scholarship, Spring 2011, Spring 2012, Spring 2013
- Search Committee Chair, Assistant Professor of Public Policy and Administration, Spring 2012
- Search Committee Chair, Assistant Professor of Public Policy and Administration, Fall 2011
- Search Committee Member, Assistant Professor of Public Policy and Administration, Spring 2011

- Chair, Master of Public Administration Accreditation and Review Committee, October 2010-June 2014
 - Faculty Research Council Member, Fall 2010-August 2017
 - School of Public and International Affairs Quality Enhancement Plan (SACS Reaffirmation Accreditation) Committee Member, Fall 2010-Spring 2011
 - School of Public and International Affairs Civic Engagement Committee Member, Fall 2010-Spring 2015
 - Assessment Coordinator for Undergraduate Major in Public Policy and Administration, Summer 2010-December 2011
 - Geospatial Technologies Steering Committee Member, Fall 2010-Spring 2011
 - Chair, Local ASPA Chapter Steering Committee Fall 2009-present
 - School of Public and International Affairs Policy Forum Committee Member, Spring 2010
 - Search Committee Member, Assistant Professor of Public Policy and Administration, Fall 2009
 - CHOICES facilitator, April 2010
 - Conversations with Professors, Summer 2009
 - Civic Learning Mentor, Office of Judicial Affairs, Spring 2009-present
 - Chair and Organizer, Public Service Recognition Reception, Spring 2009, Spring 2010, Spring 2011, Spring 2012, Spring 2013, Spring 2014, Spring 2016
 - College of Public and International Affairs Curriculum Committee, Fall 2008 – Spring 2013
 - Master of Public Administration Accreditation and Review Committee, Fall 2008-August 2009
 - Search Committee Member, Associate Dean, College of Public and International Affairs, 2008-2009
 - Civic Learning Mentor, January 2009 – present
 - On-Line Class Planning Committee, January 2009 – Fall 2010
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Service to the Profession

- **Public Policy Committee Member, Harrisonburg-Rockingham Chamber of Commerce, January 2019-current**
- **Search Committee Member, Campus Compact for Virginia Director, April 2018-July 2018**
- **Community Impact Team, United Way of Harrisonburg-Rockingham County, November 2015-current**
- **Steering and Planning Committee, Valley Business Keynote, 2015-2016**
- **Program Committee Member, 2016 Engagement Scholarship Consortium Conference, October 2015-May 2016**
- **Executive Committee and Steering Committee Co-Chair, IMPACT Harrisonburg, Harrisonburg-Rockingham Community Foundation, August 2015-2016**
- **Board of Directors, The Arc of Harrisonburg and Rockingham County, June 2015-December 2016**
- **Steering Committee Member, Alliance for Nonprofit Partnerships, Spring 2015-current**
- **Steering Committee Member, Healthy Community Council, Harrisonburg-Rockingham County, April 2015-December 2016, September 2018-current**
- **NASPAA Accreditation Site Visit Member, Spring 2015, Spring 2016, Spring 2018**
- **United Way of Harrisonburg and Rockingham County, Agency Certification Team Member, December 2014-current**
- **Leadership Committee, Engagement Scholarship Consortium, June 2014-December 2015**
- **Program Co-Chair, 2015 Engagement Scholarship Consortium Conference co-hosted between James Madison University and Penn State University, June 2014-December 2015**
- **Founding Member, Steering Committee, IMPACT Harrisonburg, Harrisonburg and Rockingham County Community Foundation, January 2014-August 2015**

- **Member, Shenandoah Valley Innovation Coalition, 2014-2016**
- **Chair, Network of Schools of Public Policy, Affairs and Administration (NASPAA) Small Programs Section, 2013-2015**
- **Chair, Network of Schools of Public Policy, Affairs and Administration (NASPAA) Undergraduate Committee on Public Policy and Administration, 2011-spring 2015.**
- **Harrisonburg Downtown Renaissance Economic Development Committee Member, December 2012-current**
- **Non Profit Institute Executive Committee Member, Spring 2012-current**
- **Executive Board Member, Network of Schools of Public Policy, Affairs and Administration (NASPAA) Small Programs, October 2012-September 2016**
- **Chair, UNC Charlotte's Doctorate in Public Policy Alumni Conference Summer 2010**
- **Southeastern Conference of Public Administrators (SECoPA) Website Committee, November 2009-November 2014**
- **Respondent: "The 2008 Presidential Nomination: News Coverage and Voter Turnout" (Thomas Patterson, Harvard University) Campbell University Lecture Symposium, April 17, 2008**
- **Advisor, Phi Alpha Delta National Pre-Law Fraternity, Campbell University, 2007-2008**
- **Search Committee Member, Employee of the Year: City of Charlotte and Mecklenburg County, 2007**
- **Central Piedmont American Society of Public Administration (ASPA) Chapter Secretary-Treasurer, 2006-2007**
- **Central Piedmont American Society of Public Administrators (ASPA) Chapter Board Member, 2006-2007, 2005-2006, 2004-2005**
- **Central Piedmont ASPA Chapter Membership Chair, 2005-2006, 2004-2005**
- **President, UNC Charlotte Graduate Public Policy Association, 2005-2006, 2004-2005, 2003-2004**
- **Senator, UNC Charlotte Graduate Student Association, 2004-2005, 2003-2004**

- **SECOPA (South Eastern Conference of Public Administrators) 2004 Conference Program Committee Member**
- **SECOPA (South Eastern Conference of Public Administrators) 2004 Conference Planning Committee Member**
- **President, UNCW Graduate Student Association, 2002**
- **UNCW Parking Appeals Committee Chairman, October 2002-May 2003**
- **Graduate Student Representative to UNCW Parking Appeals Committee, October 2002-May 2003**
- **Great Decisions Lecture Series Vice-Chairman**
Political Science Department, University of North Carolina at Wilmington Spring 2001
- **Great Decisions Lecture Series Student Lecturer**
Political Science Department, University of North Carolina at Wilmington Spring 2001
- **Representative at Large**
University of North Carolina Student Government Association
1996-1998
- **Dean's List**
- **Chancellor's List (semester 4.0 grade point average)**
- **Student Body President, Smithfield-Selma Senior High School**
1995-1996

Awards

- **Community Partner of the Year Award** with Shenandoah Valley Small Business Development Center, Harrisonburg Downtown Renaissance, 2016
- **Engaged Teacher Scholar**, James Madison University (\$1,500)
2015-2016 Academic Year
- **Provosts' Award for Excellence in Graduate Academic Advising**, James Madison University
2013-2014 Academic Year

- **IMPACT Award** (Inaugural Recipient), James Madison University Graduate School for impact on and off campus related to Graduate Education at James Madison University
April 2012
- **Provosts' Award for Excellence in Outreach and Engagement**, James Madison University
2011-2012 Academic Year
- **Virginia Municipal League 2010 Achievement Award** (Entry for Town's with Population Under 5,000) with Reid Wodicka for work on Partnership between James Madison University and the Town of Elkton
October 2010
- **Assessment Fellowship**, James Madison University, Center for Assessment and Research Studies (\$5,000), Summer 2009
- **Campbell University Professor of the Year**, 2008
- **UNCW Master's in Public Administration Graduate Student of the Year Award**, May 2003

Thesis Committees and Honors Practicum

- Practicum Advisor, Jasmine Cook (2015-2016). "The Arc of Harrisonburg and Rockingham County."
- Member, Robert Morgan (2014-2015). "Health Care Disparity: Factors Affecting the Distribution of Primary Care Physicians in the United States."
- Chair, Jenzo Pizzaro (2010-2012). "Transit Oriented Development and Economic Development: A Case Study."
- Member, Natasha Nau (2009-2010). "Breaking the Ceiling: Are Female City and Town Managers Rising to the Challenge?"
- Member, Demetrius Lancaster (2009-2010). "School Vouchers in the United States: A Qualitative and Quantitative Analysis of the Feasibility of Vouchers as a Policy Alternative to Traditional Public Schooling."

JMU Adult Degree Program Project Advisor

- West, Nicole (spring 201-current)
- Phillippi, Matt (2015-current).

- Westfall, Anita (2013-2014). "Making a Difference for America's Working Poor."
- Hildebrand, Fred (2012-2013). "Privatizing Correctional Health Care: A Virginia Cost Analysis."

Journal Reviewer

Journal of Economic Development in Higher Education

Journal of Higher Education Outreach and Engagement

State and Local Government Review

Journal of the Scholarship of Teaching and Learning

Manuscript Reviews

- *Planning Local Economic Development: Theory and Practice*, 5th Edition. SAGE.
- *Budgeting: Politics and Power*, Oxford University Press
- *The Struggle for Power and Influence in Cities and States*, Pearson Longman Publishers
- *Managing State & Local Economic Development*, CQ Publishers

Courses Taught

Graduate Courses

- Public Administration Capstone
- Tools for Public Management
- Internship in Public Administration
- Economic and Community Development
- Regionalism and Urban Policy
- Program Evaluation
- Financial Management
- Public Budgeting

Undergraduate Courses

- Regionalism and Urban Policy
- Regional Planning and Development
- Budgetary Processes
- State and Local Government

- Internship in Public Policy and Administration
- Introduction to Public Administration
- American National Government
- Policy Analysis
- Administrative Behavior
- The American Presidency
- Introduction to Political Science
- Introduction to Public Policy
- The American Congress

Teaching and Research Interests

Research Interests

- Economic Development
- Community Partnerships
- Community Development
- Town-Gown Relationships
- Student Learning Impact and Assessment
- Quality-of-Life
- Community Indicators
- Downtown Revitalization
- Economic Impact Assessments
- Regionalism

Teaching Interests

- Economic Development
- Urban and Regional Management
- Strategic Planning
- Urban and Regional Development
- Policy Analysis
- Program Evaluation
- Public Policy
- Assessment

Professional Associations

- AASCU (American Association of State Colleges & Universities)
- VEDA (Virginia Economic Developers Association)
- CUPSO (Consortium of University Public Service Organizations)
- UPCEA (University Professional and Continuing Education Association)

- SVIC (Shenandoah Valley Innovation Coalition)
 - International Association for Research on Service-Learning and Community Engagement
 - Harrisonburg-Rockingham Chamber of Commerce
 - Healthy Community Council of Harrisonburg and Rockingham County
 - ASPA (American Society of Public Administrators)
 - UAA (Urban Affairs Association)
 - ABFM (Association of Budgeting and Financial Management)
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