

## CURRICULUM VITAE

M. Blair Thomas, PhD, MPH, MPA

September 21, 2022

Hendricks Hall 109

University of Oregon

Eugene, OR 97403

blairt@uoregon.edu / (503) 616-0304

All Social Media: @mblairthomas

### EDUCATION

- 2018 Ph.D, Public Administration and Policy, Gov. Reubin O'D. Askew School of Public Administration and Policy, Florida State University  
"An Examination into what Public Officials think of the Role of Marketing and Branding in Florida" (Co-Chaired by Frances S. Berry & Daniel L. Fay)
- 2015 Certificate, Public Financial Management, Gov. Reubin O'D. Askew School of Public Administration and Policy, Florida State University
- 2014 M.P.A. (Public Financial Management), Gov. Reubin O'D. Askew School of Public Administration and Policy, Florida State University
- 2012 M.P.H. (Health Management and Policy), Sen. Mark O. Hatfield School of Government, Portland State University
- 2007 B.A. in Political Science, Minor in Education, The University of Portland (OR)

### ACADEMIC POSITIONS

- 2022- Visiting Assistant Professor, School of Planning, Public Policy and Management, University of Oregon, (UO), Eugene, OR
- 2021- Adjunct Professor, Askew School of Public Administration & Policy, Florida State University (FSU), Tallahassee, FL
- 2019-2021 Assistant Professor (Tenure-Track), Valdosta State University (VSU), Valdosta, GA
- 2018-2019 Visiting Lecturer, University of Central Florida (UCF), Orlando, FL
- 2018-2019 Adjunct Professor, Portland State University (PSU), Portland, OR
- 2017 Visiting Assistant Professor, George Fox University (GFU), Newberg, OR

2014-2017 Instructor of Record, Askew School of Public Administration & Policy Florida State University (FSU), Tallahassee, FL

### PEER-REVIEWED PUBLICATIONS

- 2022 Wiley, K., Thomas, B., Skollar, T. The Paradox of Compulsory Volunteering: An Analysis of Charity as Punishment on U.S Television. *Journal of Public Affairs Education*, 28(3): 324-344. <https://doi.org/10.1080/15236803.2022.2094150>
- 2022 Thomas, M.B. & Levine Daniel, J. Playing Offense: How Athletes are Impacting a Changing Administrative State. *Administration & Society*, <https://doi.org/10.1177/00953997221102612>
- 2022 Thomas, M.B. Swooshed: How Nike and the City of New York Could Potentially Change the Landscape of City Branding Through Apparel Licensing Agreements. *Public Administration Review*, <https://doi.org/10.1111/puar.13519>
- 2022 Wright, J. & Thomas, M.B. The Erosion of the Administrative State under President Trump: Citizens Pushback against Individual and Institutional Racism. *Public Administration Review*, <https://doi.org/10.1111/puar.13515>
- 2021 Thomas, M.B. & Larson, S. The Untapped Potential of Social Marketing: How a Sample of Florida Cities Engage in its Practice. *International Journal of Public Administration*, forthcoming. <https://doi.org/10.1080/01900692.2021.1950184>
- 2021 Thomas, M.B. & Wright II, J. We Can't Just Shut Up and Play: How the NBA and WNBA are Helping Dismantle Systemic Racism. *Administrative Theory & Practice*, 44(2): 143-157. <https://doi.org/10.1080/10841806.2021.1918988>
- 2021 Thomas, M.B., Fay, D. Berry, F. More than a Logo: Branding Viewpoints from City Managers Leading to Testable Propositions. *Public Performance & Management Review*, 44(6), 1395-1421 <https://doi.org/10.1080/15309576.2021.1897634>
- 2020 Lu, E., Yang, K. & Thomas, M.B. Designing Performance Systems in Anticipation of Unintended Consequences? Experiences and Lessons from the Compstat Regime in NYPD *Administration & Society*, 53(6): 907-936. <https://doi.org/10.1177/0095399720976532>

- 2020 Thomas, M.B., Fay, D. & Berry, F. Strategically Marketing Florida's Cities: An Exploratory Study into how Cities Engage in Public Marketing. *American Review of Public Administration*, 50(3): 275-285. <https://doi.org/10.1177/2F0275074019897599>
- 2018 Thomas, M.B. Ky-necting the Dots: How Kentucky's Willingness to Loosen the Reins Sparked a Health Insurance Enrollment Race in the Bluegrass State. *Journal of Nonprofit & Public Sector Marketing*, 30(4): 1-24. <https://doi.org/10.1080/10495142.2017.1326348>

#### *Book Chapters*

- 2022 Thomas, M.B. "A Tenure-Track Destiny Deferred: How to Find Your Academic Home when Your Current Job Title Says 'Visiting'." Mackinem, B. M., Ritter, L. J., Bagasra, A. (Eds.), *The Changing Faces of Higher Education: From Boomers to Millennials*. Vernon Press, 978-1-64889-350-6
- 2021 Thomas, M.B. "Branding for Morale." Zavattaro, S. (Ed). *Global Public Branding: A Theory-Practice Exchange*. Springer Nature. <https://doi.org/10.1007/978-3-030-70505-3>.
- 2021 Zavattaro, S.M. & Thomas, M.B. "Public Sector Branding: Understanding and Applying the Concept." Bryer, T. (Ed). *Handbook of Theories of Public Administration and Management*. Elgar Publishing. ISBN: 978-1-78990-824-4

#### **NON-REFEREED PUBLICATIONS**

- 2022 Thomas, B. (July 7). Nike and New York City Could Change the Licensing Game for Cities across the World. *London School of Economics USAPP Blog*. Retrieved from: <https://blogs.lse.ac.uk/usappblog/2022/07/07/nike-and-new-york-city-could-change-the-licensing-game-for-cities-across-the-world/>
- 2021 Thomas, M.B. (2021). Book Review: Failure to Disrupt: Why Technology Alone Can't Transform Education by Justin Reich for *American Review of Public Administration*, 52(1): 89-90. <https://doi.org/10.1177/02750740211050380>
- 2021 Thomas, M.B. (2021). Book Review: Governing the Pandemic: The Politics of Navigating a Mega-Crisis by Arjen Boin, Allan McConnell & Paul 't Hart. *Public Administration*, 99: 633-635. <https://doi.org/10.1111/padm.12757>

- 2021 Thomas, M.B. (January 27). The Sports Fields of Cleveland and Washington, D.C. Present a Golden Opportunity for the Biden Administration to Create Dialogue through a Federal Bureau Name Change. *PA Times*. Retrieved from: <https://patimes.org/the-sports-fields-of-cleveland-and-washington-d-c-present-a-golden-opportunity-for-the-biden-administration-to-create-dialogue-through-a-federal-bureau-name-change/>
- 2020 Thomas, M.B. (2020). Book Review: The University of Nike: How Corporate Cash Bought America's Higher Education by Joshua Hunt. *Public Administration Review*, 80(3): 520-521
- 2015 Thomas, Blair. (2015). Ferocity and grace. *Portland: The University of Portland Magazine*, 35(3): 5

#### **PROJECTS UNDER REVIEW, ONGOING AND / OR ACCEPTED**

- Levine Daniel, J. and Thomas, M.B. "Sports as Mirrors: Athletes and Agenda Setting in a Hollowed-Out State" for *Empowering Public Administrators: Ethics and Public Service Values*, edited by Amanda Olejarski and Sue Neal (Accepted)
- Thomas, M.B. and Levine Daniel, J. "Game On, Washington! Examining American Sport's Response to the Uvalde Massacre." (Accepted)
- Cantrell, A. and Thomas, M.B. "Nonprofit Professional Theatre Executive Leadership."
- Mallinson, D., Thomas, M.B. Lovell, D. "Identifying the Impacts of Licensing and NIL Agreements on Public Administration" (Working Title)
- Mallinson, D., Thomas, M.B. Lovell, D. "Identifying the Impacts of Licensing and NIL Agreements on Public Administration" (Working Title)
- Mallinson, D., Thomas, M.B. Lovell, D. "Licensed: A Content Analysis of How Licensing is Researched in Public Administration" (Working Title)
- Thomas, M.B. and Wright, J. "More than a Movement? Policy Reflections from Public Administrators, Non-Profit Leaders and Other Stakeholders Impacted by Athlete Activism" (Working Title)
- Wright, J., Thomas, M.B. and Yu, H. "When Championships are Secondary: Establishing a Framework for the Administrative Impact of the Black Athlete."

Wright, J. and Thomas, M.B. "Shut Up And... Vote? The Impact of Athlete Activism on the 2020 Elections According to Public Administrators and Non-Profit Leaders" (Working Title)

#### **MEDIA APPEARANCES (RADIO & PODCAST)**

2022 Canzano, J. (Producer). (2022, June 9). BFT Interview: Dr. Blair Thomas. *The Bald-Faced Truth with John Canzano*. Portland, OR: Alpha Media Broadcasting.

#### **INVITED TALKS**

2022 Academic Panelist, Worlds of Sport: Portland 2022, Oregon Convention Center, Portland, OR, June 18<sup>th</sup>-19<sup>th</sup>

2021 Invited Presenter, International City / County Manager Association (ICMA) "A Guide to Local Government Branding." Webinar, April 22<sup>nd</sup>

2019 Invited Presenter, International City / County Manager Association (ICMA) "Branding Your Community for Economic Success" Webinar, October 17<sup>th</sup>

#### **FUNDED RESEARCH PROPOSALS NOT AWARDED**

2020 Principal Researcher, "A City on a Pedestal: An Examination into what 21st Century Winter Olympic Bid Documents Tell Us about the Role of Public Marketing and Branding and What It Means for the XXIV Olympic Winter Games in Beijing" International Olympic Committee, Funding Requested for January–December 2021. (\$3,400)

2019 Principal Researcher, "A City on a Pedestal: An Examination into what 21st Century Olympic Bid Documents Tell Us about the Role of Public Marketing and Branding" International Olympic Committee, Requested for January–December 2020. (\$6,800)

#### **RESEARCH & GRADUATE APPOINTMENTS**

2013-2016 Graduate Assistant for Dr. Kaifeng Yang, Florida State University

#### **ACADEMIC HONORS & AWARDS**

2016 Conference Travel Grant, College of Graduate Students, FSU (\$200)

2014 Who's Who among Students in American Universities and Colleges

2013 FSU Foundation Seminole Torchbearers 27<sup>th</sup> Annual Class  
\*Recognizes 100 Students for Leadership Contributions to FSU\*

2013 Pi Alpha Alpha Honor Society, Florida State University

- 2013-2017 Florida State University Grant (4x), The Graduate School (\$4,000)
- 2012 Upsilon Phi Delta Honor Society, Portland State University
- 2012 Outstanding Professional Development Award, Hatfield School of Government, Portland State University
- 2012-2016 Gov. Reubin O.D. Askew Eminent Scholar Chair Assistantship Award, Askew School of Public Administration and Policy, FSU (\$103,000)
- 2012-2016 Alumni Profile, Hatfield School of Government, Portland State University
- 2007 Dean's List, University of Portland
- 2003-2005 Dean's List / President's List, Portland (OR) Community College

**TEACHING HONORS & AWARDS**

- 2021 Nominee, Experiential Learning Faculty Ambassadors, VSU
- 2019 Summer Faculty Development Conference Grant, Karen L. Smith Faculty Center for Teaching and Learning, UCF (\$800)
- 2018 Winter Faculty Development Conference Grant, Karen L. Smith Faculty Center for Teaching and Learning, UCF (\$500)
- 2017 Outstanding Teaching Assistant Award, Program of Instructional Excellence, FSU (\$750)
- 2015-2017 Nominated (3x), Outstanding Teaching Assistant Award, Program of Instructional Excellence, FSU
- 2016-2017 Mentor, Undergraduate Research Opportunity Program (UROP), Center for Undergraduate Research & Academic Engagement, FSU
- 2015-2016 Program of Instructional Excellence Teaching Associate, FSU (\$3,500)

## SELECTED CONFERENCE PRESENTATIONS

- 2022 Thomas, M.B., Wright II, J.E., Yu, H. When Championships are Secondary: Establishing a Framework for the Administrative Impact of the Black Athlete. Paper for the "Governing Sport- Social Value Creation for the Communities of Tomorrow panel at the International Research Society for Public Management Conference (Virtual).
- 2022 Thomas, M.B. & Wright II, J.E The Erosion of the Administrative State under President Trump: Citizens Pushback against Individual and Institutional Racism. Presented Paper at the American Society for Public Administration, Jacksonville, FL.
- 2021 **Wiley, K., Thomas, B., Skollar, T.** The Paradox of Compulsory Volunteering: An Analysis of Charity as Punishment on U.S. Television. Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference. Atlanta, GA.
- 2021 Panel Moderator, Emerging Issues in Diversity, Equity, and Inclusion in Public Service. Paper: Thomas, M.B. & Wright II, J.E. President Trump's Administrative State: How Citizens Responded to the Social Inequities Spotlighted by Police Brutality against the Black Community at the Northeast Conference of Public Administration, Albany, NY (Virtual)
- 2021 Thomas, M.B. & Wright II, J.E. We Can't Just Shut Up and Play: How the NBA and WNBA are Helping Dismantle Systemic Racism. Paper for the "Sport Activities in Extraordinary Times: Public Management Driver for Social Value Creation" panel at the International Research Society for Public Management Conference (Virtual).
- 2021 Thomas, M.B. More than a Movement? Reflections from Public Administrators and Non-Profit Leaders Potentially Affected by Athlete Activism. Presented Paper at the American Society for Public Administration (Virtual)
- 2020 Panel Moderator, Collaborative Governance: Nonprofits, Public-Private Partnerships, and Innovative Cooperation. Northeast Conference of Public Administration, Boston (Virtual) Paper: Swooshed: Nike's Standing Relationship with NYC Parks

- 2020 Thomas, M.B. Stumpedtown: Conceptualizing Portland's Brand in a Changing Media Environment. Presented Paper at the American Society for Public Administration, Anaheim (Virtual)
- 2019 Thomas, M.B. Managing the Strategic Toolbox: How Florida's Cities Use Branding for Strategic Goals. Presented Paper at the American Society for Public Administration, Washington, D.C.
- 2017 Thomas, M.B. The Dumbo in the Room: An Examination into what Public Officials think of the Role of Marketing and Branding in Florida. Presented Paper at the American Society for Public Administration, Atlanta
- 2016 Thomas, M.B. Ky-necting the Dots: How Kentucky's Willingness to Loosen the Reins Sparked a Health Insurance Enrollment Race in the Bluegrass State. Presented Paper at the American Society for Public Administration, Seattle
- 2014 Thomas, M.B. Un-Cover-ed Oregon: How Officials at Cover Oregon Failed to Take into Account Proper Procurement Processes in the Development of the State Health Insurance Exchange. Presented Paper at the Southeast Conference of Public Administration, Atlanta
- 2014 Bernat, D., Saunders, C., and Thomas, M.B. Cigarette and smokeless tobacco use and acquisition among metropolitan and rural adolescents. Presented Poster at the 14th Annual Meeting of the American Academy of Health Behavior, Charleston, SC

#### **SELECTED TEACHING PRESENTATIONS**

- 2022 Thomas, M.B. Participant, Students: What They Didn't Teach You in Grad School, Midwest Political Science Association (Virtual).
- 2022 Thomas, M.B. Participant, Teaching: Online Courses and Student Engagement, Midwest Political Science Association (Virtual).
- 2021 Thomas, M.B. Participant, Teaching Roundtable on Online Courses & Student Engagement, Midwest Political Science Association (Virtual)
- 2017 Thomas, M.B. A Discussion of Opportunities to Grow and Enrich the Teaching Experience at Florida State. Colloquium Presentation for the Askew School of Public Administration and Policy, Tallahassee, FL



- 2016 Thomas, M.B. The Understated Value of Teaching at the Askew School. Colloquium Presentation for the Askew School of Public Administration and Policy. Tallahassee, FL
- 2016 Marcous, M. & Thomas, M.B. Go Big or Go Home: Activities for Large Classrooms. Presentation for the Program of Instructional Excellence at the FSU Graduate School, Tallahassee, FL

## **CONTRIBUTIONS & SERVICE**

### **Editing:**

- 2022- Special Issue Co-Editor, "More than a game: Sport as a vehicle for public administration and management," *Administrative Theory & Practice*

### **Professional / Academic Service**

#### **Journal Peer Reviewer (8 Journals)**

*Administrative Theory & Practice, Journal of Asian and African Studies, Journal of First-generation Student Success, Journal of Policing, Intelligence and Counter Terrorism, Journal of Public and Nonprofit Affairs, Public Administration Review, Public Integrity, Public Management Review, Teaching Public Administration*

#### **Book Peer Reviewer (1 Book)**

Vernon Press

### **Professional Organizations**

2020-Present Executive Board Member, ASPA Cascades

### **Mentoring**

2021-2022 Midwest Political Science Association 2021-2022 Mentoring Program

2021 Thomas, M.B. Conference Mentor: Behavior, Methodology or Formal Theory, Public Policy and Public Administration, Midwest Political Science Association

### **Public Service**

2016-2017 Leon County (FL) Affordable Housing Advisory Committee

2010-2012 Secretary and Treasurer, Oregon Gov. Council on Physical Fitness and Sports

2010-2012 Tualatin Hills (OR) Parks and Recreation District Parks Advisory Board

2007-2011 Beaverton (OR) Human Rights Advisory Commission  
2010 Diversity Award Committee Chair

### **University Service**

2020-2021 Faculty Senate, VSU

2020-2021 Faculty Senate Academic Scheduling & Procedures Subcommittee, VSU

2019-2021 NCAA Athletics Committee, VSU

2016 Honors, Scholars and Fellows Student Collaboration Committee, The Graduate School, FSU

2015-2016 OTAA Peer Review Committee, The Graduate School, FSU

2015 Moderator, University-Wide Teaching Assistant Training, Program of Instructional Excellence, FSU

2013-2014 Peer Mentor, HealthyNOLE Health Promotion Program, FSU

### **College / Department Service**

2020-2021 Political Science Curriculum Review Committee, VSU

2019-2021 NASPAA Accreditation Committee, VSU

2019-2021 Merit Review Committee, VSU

2016-2017 President, Public Administration Graduate Student Association (PAGA), FSU

2015-2017 MPA & Ph.D. Student Representative, Faculty Committee, Askew School of Public Administration and Policy, FSU

2015-2016 PAD Undergraduate Accreditation Committee, Askew School of Public Administration and Policy, FSU

2015-2016 PAD Ethical Course Development Committee, Askew School of Public Administration and Policy, FSU

2015 Academic Grade Appeal Committee, Askew School of Public Administration and Policy, FSU

- 2015 Faculty Search Committee, Askew School of Public Administration and Policy, FSU
- 2015 Academic Personnel Hiring Committee, Askew School of Public Administration and Policy, FSU
- 2014-2015 MPA Student Representative, Faculty Committee, Askew School of Public Administration and Policy, FSU
- 2014-2015 MPA Policy Development Student Representative, Askew School of Public Administration and Policy, FSU
- 2014 Student Representative, Course Redesigning Committee, Askew School of Public Administration and Policy, FSU
- 2012-2016 Co-Vice President, Public Administration Graduate Student Association (PAGA), FSU

**PROFESSIONAL DEVELOPMENT / CERTIFICATIONS (TEACHING)**

- 2022 New Faculty Institute, University of Oregon
- 2021 Title IX Advisor and Hearing Panel Training, University System of Georgia
- 2021 Facilitating Adult Learning, University System of Georgia
- 2021 Hy-Flex Teaching Training, VSU (Resulted in Certification)
- 2020 LGBTQ Safe Space Program, VSU (Resulted in Certification)
- 2020 Facilitating Difficult Classroom Conversations about Racial Injustice, VSU
- 2020 Introduction to Online Teaching, VSU (Resulted in Certification)
- 2020 Teaching Tips for Elevating Online Discussions in BlazeView, VSU
- 2017 Preparing Future Faculty (PFF) Certificate, FSU
- 2017 Preparing Future Professionals (PFP) Certificate, FSU
- 2016 Allies and Safe-Zone Training, FSU

- 2014 College Reading and Learning Associations (CRLA) Tutor Certification, FSU
- 2013 Program of Instructional Excellence Advanced Certificate, FSU
- 2012 Program of Instructional Excellence Certificate, FSU

**PROFESSIONAL DEVELOPMENT / CERTIFICATIONS (OTHER)**

- 2020 DCA Annexation Arbitration Panel Training, Carl Vinson Institute

**COURSES TAUGHT (28 Different Titles); \*Denotes Assigned for 2022-23:**

**Graduate Level (15 Different Titles):**

- Budget and Finance in Nonprofit Organizations, FSU (Online)
- Fundraising and Fund Development, FSU (Online)
- Governmental Budgeting and Finance, VSU (Online)
- Health Policy, VSU (Online); Oregon (In-Person)\*
- Nonprofit 48-Hour Charette, Oregon (In-Person)\*
- Non-Profit Management, VSU (Online)
- Performance Analysis for Government and Non-Government Orgs, VSU (In Person)
- Program Evaluation, Oregon (In-Person)\*
- Public Administrators in the Governance Process, UCF (Online)
- Public Management, Oregon (In-Person)\*
- Public Marketing and Branding, FSU, VSU (Online)
- Public Organizations, FSU (Online)
- Public Sector Theory, Oregon (In-Person)\*
- Public Sector and Nonprofit Marketing and Branding, PSU (Online)
- Survey and Needs Assessment, VSU (Online)

**Undergraduate Level (13 Different Titles); \*Denotes Assigned for 2022-23:**

- (The) Administration of Public Policy, UCF (Online)
- American Government, VSU (Online & In Person)
- Community & Economic Development, UCF (In Person)
- Introduction to American Government, GFU (In Person)
- Introduction to Political Science, GFU (In Person)
- Introduction to Public Administration, VSU (Online)
- Introduction to Public Administration in American Society, FSU, (Online & In Person)
- Introduction to Public Policy, Oregon (In-Person)\*
- Issues in Urban Administration, UCF (Online)
- Political Science Research and Writing, GFU (In Person)
- Public Finance Administration, VSU (Online)
- Public Sector Project Management, UCF (In Person)
- Urban and Regional Planning, UCF (Online & In Person)

### **New Course Development (Graduate Level: 4 Classes)**

- Special Topics: Public Marketing and Branding, FSU (Online)
- Public Marketing and Branding, VSU (Online)
- Public Marketing and Branding, Oregon (In person)
- Public Sector and Nonprofit Marketing and Branding, PSU (Online)

### **New Course Development (Undergraduate Level: 1 Class)**

- Public Marketing and Branding, VSU (In-Person / Online)

### **STUDENT ADVISING**

#### **Doctoral Committee Chair**

- Cantrell, A.L.; Graduate (2021)
- Brown, C.L.
- Hodson, M.H.
- Sternberg, J.
- White, J.

#### **Doctoral Committee Member**

- Ward, J.M.; Graduate (2021)
- Abbas, M.
- Caudwell, K.; Graduate (2022)
- Jacques, G.
- Odom, D.
- Wright, B.

### **OTHER RELEVANT EXPERIENCE**

2022-Present Research and Evaluation Analyst, Multnomah County (OR) Department of Community Justice, Portland, OR

2018 Legislative Aide, Corcoran & Johnston Government Relations, Tallahassee, FL

2014 Academic Tutor, Department of Athletics, FSU

2013-2016 Teaching Assistant, Askew School, FSU (8 Terms)  
-PAD 5106: Public Organizations

2011-2012 Teaching Assistant, PSU (5 Terms)  
-PHE 363: Communicable Diseases and Chronic Health Problems  
-PHE 410: Stress, Food, and Health, Portland State University (1 Term)

2011-2012 Contributor, *The Lund Report* (Healthcare News Site), Portland, OR

2009-2010 Visual Merchandiser, CIP- Adidas America, Portland, OR

2007-2009 Brand Coach, CIP- Adidas America, Portland, OR

**PROFESSIONAL AFFILIATIONS**

American Political Science Association (ASPA)

American Society of Public Administration (ASPA)

Midwest Political Science Association (MPSA)

## **REFERENCES**

### **Frances S. Berry, PhD**

Reubin O'D Askew Eminent Scholar and Frank Sherwood Professor of Public Administration  
Askew School of Public Administration and Policy  
Florida State University, 649 Bellamy  
Tallahassee, FL 32306-2250  
Office: 850-644-7603  
E-mail: fberry@fsu.edu

### **Daniel L. Fay, PhD**

Associate Professor, PhD Director  
Askew School of Public Administration and Policy  
Florida State University, 652 Bellamy  
Tallahassee, FL 32306-2250  
Office: 850-644-7397  
E-mail: dfay@fsu.edu

### **Renee A. Irvin, PhD**

Interim Head, School of Planning, Public Policy & Management  
University of Oregon  
Eugene OR 97403-1209  
147A Hendricks  
Office: 541-346-2155  
Email: rirvin@uoregon.edu

### **Naim Kupucu, PhD**

Pegasus Professor  
School of Public Administration  
University of Central Florida  
4364 Scorpius Street  
Orlando, FL 32816  
Office: 407-823-6096  
Email: kapucu@ucf.edu

### **Staci Zavattaro, PhD**

Professor  
School of Public Administration  
University of Central Florida  
4364 Scorpius Street  
Orlando, FL 32816  
407-823-2937  
Staci.Zavattaro@ucf.edu