

## **Alisa Hicklin Fryar**

Professor of Political Science

455 West Lindsey Street, Room 205 | Norman, OK 73019

ahicklin@ou.edu | (405) 325-2061

### **EDUCATION**

Ph.D. in Political Science, Texas A&M University, 2006

B.S. in Political Science, Lamar University, 2002

### **ACADEMIC APPOINTMENTS**

Professor of Political Science, University of Oklahoma, 2020 – present

Director, Professional Programs, University of Oklahoma, 2015-present

Director, Master of Public Administration Program, University of Oklahoma, 2013 – present

Associate Professor of Political Science, University of Oklahoma, 2012 – 2020

Assistant Professor of Political Science, University of Oklahoma, 2006 – 2012

### **PEER-REVIEWED PUBLICATIONS**

Koricich, Andrew and Alisa Hicklin Fryar. 2021. Good as Gold: The Critical Role of Broad-Access Institutions in Serving Rural Communities (pp. xx-xx). In G. Crisp, K. R. McClure, & C. M. Orphan (Eds.), *Unlocking opportunity through broadly accessible institutions*. Routledge.

Fay, Daniel, Alisa Hicklin Fryar, Kenneth J. Meier, and Vicky Wilkins. Forthcoming. “Intersectionality and Equity: Dynamic Bureaucratic Representation in Higher Education.” *Public Administration*.

Bell, Elizabeth, Alisa Hicklin Fryar, and Tyler Johnson. Forthcoming. “The Role of Mission and Expertise in Shaping Public Support for Nonprofit Advocacy.” *Nonprofit Policy Forum*.

McClure, Kevin R. and Alisa Hicklin Fryar. 2020. “Vulnerable, Fragile, and Endangered? Financial Rhetoric and Reality at Regional Public Universities. *New Directions for Higher Education*. 2020(190): 41-58.

Bark, Tracey and Alisa Hicklin Fryar. 2018. “Politics and Presidents: The Relationship between SHEEOs and Campus Leaders” in *The State Higher Education Officer*. Edited by David Tandberg, Brian Sponsler, Randy Hanna, and Jason Guilbeau. New York, NY: Teachers College Press (Columbia University).

Bell, Elizabeth, Alisa Hicklin Fryar, and Nicholas Hillman. 2018. “When Intuition Misfires: A Meta-Analysis of Research on Performance-Based Funding in Higher Education,” *Research Handbook on Quality, Performance and Accountability in Higher Education*. Edward Elgar Publishing. Cheltenham: United Kingdom.

Hillman, Nicholas, Alisa Hicklin Fryar, and Valerie Crespín. 2018. “Evaluating the Impact of Performance Funding in Ohio and Tennessee.” *American Educational Research Journal*. 55(1): 144-170.

Conner, Thaddieus, Alisa Hicklin Fryar, and Tyler Johnson. 2017. “Teaching about Treaties: How Information and Ideology Shape Attitudes about Native American Policy,” *Social Science Journal*. 54(1): 56-66.

- Hillman, Nicholas, David A. Tandberg, and Alisa Hicklin Fryar. 2015. "Evaluating the Impacts of 'New' Performance Funding in Higher Education." *Educational Evaluation and Policy Analysis*. 37(4): 501-519.
- Fryar, Alisa Hicklin. 2014. "The Comprehensive University: How It Came to be and What It is Now." *The University Next Door: What is a Comprehensive University, Who Does it Educate, and Can it Survive?*. Edited by Mark Schneider and KC Deane. New York: Teachers College Press.
- Rocha, Rene R., Daniel P. Hawes, and Alisa Hicklin Fryar. 2014. "Policy Climates, Enforcement Rates, and Migrant Behavior: Is Self-Deportation a Viable Immigration Policy?" *Policy Studies Journal*. 42(1): 79-100.
- Fryar, Alisa Hicklin. 2012. "What is Privatization?" *Higher Education: Handbook of Theory and Research*. Springer Press.
- Lowry, Robert C. and Alisa Hicklin Fryar. 2012. "Politics of Higher Education." *Politics in the American States: A Comparative Analysis*. Edited by Virginia Gray and Russell Hanson. CQ Press.
- Hicklin, Alisa and Daniel Hawes. 2012. "Explaining Shifts in College Enrollments: What Affects the Racial Composition of the Student Body and the Faculty?" *Journal of Public Administration Research and Theory*. 22(1): 83-99.
- Pitts, David, Alisa Hicklin, Daniel Hawes, and Erin Melton. 2010. "Competing Drivers of Diversity Management Implementation: Evidence from Public Organizations." *Journal of Public Administration Research and Theory*.
- Meier, Kenneth, Laurence J. O'Toole, and Alisa Hicklin. 2010. "I've Seen Fire and I've Seen Rain: Public Management and Performance after a Natural Disaster." *Administration & Society*.
- Hicklin, Alisa. 2010. "Methods." *Public Management and Performance: Research Directions*. Eds, Richard Walker, George Boyne, and Gene Brewer. Cambridge University Press.
- Hicklin, Alisa. 2010. "Latinos in Higher Education: Why the Politics Matter." In *The Politics of Latino Education*. Edited by David Leal and Kenneth J. Meier. New York: Teachers College Press.
- Hicklin, Alisa and Erik Godwin. 2009. "Agents of Change: The Role of Public Managers in Public Policy." *Policy Studies Journal*. 37(1): 13-20.
- Hicklin, Alisa, Laurence J. O'Toole, Kenneth J. Meier and Scott Robinson. 2009. "Calming the Storms: Collaborative Public Management, Hurricanes Katrina and Rita, and Disaster Response." In *The Collaborative Manager*. Edited by Rosemary O'Leary and Lisa Blomgren Bingham. Washington, DC: Georgetown University Press. pp 95-114.
- Meier, Kenneth J. and Alisa Hicklin. 2008. "Employee Turnover and Organizational Performance: A Theoretical Extension and Test with Public Sector Data." *Journal of Public Administration Research and Theory*. 18(4):573-590.
- Hicklin, Alisa and Kenneth J. Meier. 2008. "Race, Structure, and State Governments: The Politics of Higher Education Diversity." *Journal of Politics*. 70(3): 851-860.
- Hicklin, Alisa, Laurence J. O'Toole, and Kenneth J. Meier. 2008. "Serpents in the Sand: Managerial Networking and Nonlinear Influences on Organizational Performance." *Journal of Public Administration Research and Theory*. 18(2): 253-273.
- Hicklin, Alisa. 2007. "The Effect of Race-Based Admissions in American Public Universities: Debunking the Myths about Hopwood and Proposition 209." *Public Administration Review*. 67 (March/April): 331-340.

Meier, Kenneth J., Carl Doerfler, Daniel Hawes, Alisa Hicklin, and Rene Rocha. 2006. “The Role of Management and Representation in Improving Performance of Disadvantaged Students: An Application of the Bum Phillips' "Don Shula Rule.” *Review of Policy Research*. 23(5): 1095-1110.

Hicklin, Alisa. 2004. “Network Stability: Opportunity or Obstacle?” *Public Organization Review*. 4:121-133.

## **POLICY REPORT**

McClure, Kevin, Cecilia Orphan, Alisa Hicklin Fryar, and Andrew Koricich. 2021. “Strengthening Rural Anchor Institutions: Federal Policy Solutions for Rural Public Colleges and the Communities They Serve.” *Alliance for Research on Regional Colleges*. Funded by the Joyce Foundation.

Fryar, Alisa Hicklin and Deven Carlson. 2014 “Putting Colleges on Notice?: Crafting Smarter Strategies to Improve Affordability through Curbing Cost Increases.” Commissioned by the Lumina Foundation for *New Models of Student Financial Support* series.  
[https://www.luminafoundation.org/files/publications/ideas\\_summit/Putting\\_Colleges\\_on\\_Notice.pdf](https://www.luminafoundation.org/files/publications/ideas_summit/Putting_Colleges_on_Notice.pdf)

## **WORKING PAPERS**

Fryar, Alisa, Brenda Nichols, and Shannon Tanner. “Emergency Response in Higher Education: The Role of Governance Structures and Intergovernmental Relations”

Fryar, Alisa, Wesley Wehde, Brenda Nichols, and Shannon Tanner. “At-Risk Students and Vulnerable Populations: Do Natural Disasters Increase Inequities in Higher Education?”

## **TEACHING EXPERIENCE**

Introduction to Public Administration (undergraduate)  
Higher Education Policy (undergraduate and graduate)  
Education Policy (undergraduate and graduate)  
Bureaucracy and Politics (undergraduate and graduate)  
Public Management (undergraduate and graduate)  
Data Management and Visualization (undergraduate)  
Race and Public Policy (graduate)  
Capstone in Public Administration (undergraduate and graduate)  
Doctoral Seminar in Public Administration (graduate)

## **RESEARCH FUNDING**

Joyce Foundation, \$101,536

Title: Federal Support for Broadly Accessible Rural-Serving Institutions in Response to Covid19  
Co-Principal Investigator with Kevin McClure (lead) at UNC Wilmington, Cecilia Orphan at University of Denver, and Andrew Koricich at Appalachian State University

National Science Foundation, \$91,764

Title: RAPID: Hurricane Response, Governance Structures, and Public Higher Education

Co-Principal Investigator with Brenda Nichols at Lamar University

Lumina Foundation, \$87,500

Title: Exploring New Models for Financial Aid and Affordability: State Policy Series

Co-Principal Investigator with Deven Carlson, 2013-2014

William T. Grant Foundation Scholars Award, \$350,000

Title: Minority Student Success in Higher Education.

Principal Investigator, 2008 – 2013

University of Oklahoma, College of Arts and Sciences, \$2,000

Faculty Enrichment Grant, \$1000/each, 2007, 2006

University of Oklahoma, College of Arts and Sciences, \$12,000

Junior Faculty Summer Research Fellowship, \$6000/each, 2007, 2006

Mexican American/Latino Research Center, \$10,000 Research Grant

Co-Principal Investigator with Vicente Lechuga, 2006

National Science Foundation, \$7,000

Small Grants for Exploratory Research, Hurricane Katrina Research

Co-Principal Investigator with Scott Robinson and Kenneth J. Meier, 2005

American Political Science Association, \$2,100

Paul A. Volcker Endowment for Public Service Research and Education

Junior Research Grant Award

Principal Investigator, Summer 2005

## CONFERENCE PRESENTATIONS

Fryar, Alisa Hicklin, Emily Mee, Meg Myers Morgan, and Whitney Cipolla. "Beyond the Pipeline: Diversity among Doctoral Degree Recipients in Public Administration. Presented by Emily Mee at the NASPAA Annual Conference. October 2019.

Bell, Elizabeth, Tyler Johnson, and Alisa Hicklin Fryar. "Exploring Public Perceptions of Nonprofit Lobbying: The Role of Reputation and Policy Expertise." Presented at the Annual Conference for the Association for Research on Nonprofit Organizations and Voluntary Associations. November 2018.

Fryar, Alisa Hicklin, Brenda Nichols, and Shannon Tanner. "Hurricane Response, Governance Structures, and Public Higher Education." Presented at the Midwest Political Science Association. Chicago, IL. April 2018.

Fryar, Alisa Hicklin. "The State of Diversity Research in Public Management." Roundtable Presenter / Participant at the 2017 Public Management Research Conference. Washington, DC.

Fryar, Alisa Hicklin and Tyler Johnson. "Citizen Perceptions of Nonprofit Advocacy." Presented at the Midwest Political Science Association. Chicago, IL. April 2017.

- Bell, Elizabeth and Alisa Hicklin Fryar. "Cognitive Dissonance, Causal Logic, and the Role of Public Management in Higher Education." Presented at the Midwest Political Science Association. Chicago, IL. April 2016.
- Fryar, Alisa Hicklin, Paul Valentine, Thomas Rabovsky, and Chris Birdsall. "Branding, Signaling, and Institutional Identity in Public Higher Education." Presented at the Midwest Political Science Association. Chicago, IL. April 2015.
- Fryar, Alisa Hicklin. "Policy Change and Reform in Higher Education." Invited Roundtable Panelist at the Midwest Political Science Association. April 2015.
- Hillman, Nicholas, Alisa Fryar, David Tandberg, and Valerie Crespín. "Evaluating the Efficacy of Performance Funding in Three States: Tennessee, Ohio, and Indiana." Presented at the Association for the Study of Higher Education. November 2015.
- Fryar, Alisa Hicklin, Thomas Rabovsky, and Thaddieus Conner. "Functional Accountability Policies: When Process Matters as Much (or More) than Design." Presented at the Midwest Political Science Association. Chicago, IL. April 2014.
- Rutherford, Amanda, Thomas Rabovsky, and Alisa Hicklin Fryar. "Environmental Determinants of Networking." Presented at the Southern Political Science Association. January 2014.
- Fryar, Alisa Hicklin. Panelist for AASCU Pre-Conference Workshop. AASCU Governmental Relations Conference. San Francisco, CA. November 2013.
- Murphy, Haley C., Alisa Hicklin Fryar, Robert D. Wrinkle, and Cindy Simon Rosenthal. "Mayors, Managers, and Municipal Networks." Presented at the American Political Science Association Annual Meeting. September 2013.
- Fryar, Alisa Hicklin. "Comprehensive Universities and the Politics of Higher Education" Presented at the Public Management Research Conference. June 2013.
- Murphy, Haley C., Alisa Hicklin Fryar, Robert D. Wrinkle, and Cindy Simon Rosenthal. "Collaboration and Public Management in Municipalities." Presented at Midwest Political Science Association Conference. April 2013.
- Fryar, Alisa Hicklin, Robert D. Wrinkle, Haley Murphy, and Rene Rocha. "Latino Representation and Elite Attitudes at the Municipal Level." Presented at the Midwest Political Science Association. April 2012.
- Fryar, Alisa Hicklin and Amanda Rutherford. "How Structures and Trust Affect Accountability Policies." Presented at the Midwest Political Science Association. April 2012.
- Fryar, Alisa Hicklin. "Exploring the Disparate Impacts of Accountability Politics." Presented at the American Political Science Association. Sept 2011.
- Conner, Thaddieus W., Alisa Hicklin Fryar, and Tyler C Johnson. "Sovereign Nations or Minority Populations? How Information and Ideology Shape Attitudes about Native American Policy. Presented at the American Political Science Association. Sept 2011.
- Fryar, Alisa Hicklin. "The Disparate Impacts of Accountability Policies: Searching for a Causal Mechanism." Presented at the Public Management Research Association Conference. Syracuse, NY. June 2011.
- Conner, Thaddieus W., Alisa Hicklin Fryar, and Tyler C. Johnson. "Exploring the Impact of Information on Preferences toward Federal Indian Policy in US." Presented at the Midwest Political Science Association Meeting. Chicago, IL. March 2011.

- Rocha, Rene R., Daniel P. Hawes, Alisa Hicklin Fryar. "Policy Climates, Enforcement Rates, and the Differences in Migratory Behavior of Legal and Illegal Immigrants in the U.S." Presented at the Midwest Political Science Association Meeting. Chicago, IL. March 2011.
- Fryar, Alisa Hicklin, Robert D. Wrinkle, Rene R. Rocha, and Haley C. Murphy. "Minority Representation at the Local Level." Presented at the Southwestern Political Science Association Meeting. Las Vegas, NV. March 2011.
- Fryar, Alisa Hicklin. "Examining Presidential Perceptions of Accountability Policies." Presented at the Association for the Study of Higher Education." Indianapolis, IN. November 2010.
- Rocha, Rene, Alisa Hicklin Fryar, Daniel Hawes, and Robert Wrinkle. "Policy Climates, Enforcement Rates, and the Differences in Migratory Behavior of Legal and Illegal Immigrants in the US." Presented at the American Political Science Association Meeting. Washington, DC. September 2010.
- Fryar, Alisa Hicklin. "Minority Student Success in Higher Education." Presented at the William T. Grant Scholars Summer Retreat. Laguna Niguel, CA. June 2010.
- Rocha, Rene, Alisa Hicklin, and Daniel Hawes. "Moving Beyond the Border: Raids, Deportations, and Illegal Immigration." Presented at the Midwest Political Science Association. Chicago, IL. April 2010.
- Hicklin, Alisa. "Examining Perceptions of Accountability Policies." Presented at the Public Management Research Association Conference. Columbus, OH. October 2009.
- O'Toole, Laurence J, Alisa Hicklin, and Kenneth J. Meier. "Rowing in the Same Direction: The Impact of Managerial Consensus on Program Performance." Presented at the American Political Science Association Conference. Toronto, ON. September 2009.
- Ellis, W. Curtis, Alisa Hicklin, and Rene Rocha. "The Effects of Electoral Structure and Minority Representation on Public School Inequality." Presented at the Underrepresented Groups in Subnational Policy Conference." Houston, TX. May 2009.
- Hicklin, Alisa, Kenneth J. Meier, and Laurence J. O'Toole. 2009. "Managing Higher Education: A Comparison of Public and Private Universities." Presented at the Midwest Political Science Association. Chicago, IL. April 2009.
- Wilkins, Vicky, and Alisa Hicklin. "What Happens to Active Representation When We Finally Close the Gap?" Presented at the Midwest Political Science Association. Chicago, IL. April 2009.
- Hicklin, Alisa, Sarah Trouset, Sarah Rafferty, and Alyssa Hellman. "Undocumented Students and In-State Tuition." Presented at the Southwest Political Science Association. Denver, CO. April 2009.
- Hicklin, Alisa. "Bureaucracy, Democracy, and Markets: Explaining Variations in Managerial Strategies in Higher Education." Presented at the International Comparisons of Public and Private Management Workshop. Athens, GA. November 2008.
- Hicklin, Alisa. "How the Political Environment Shapes Minority Student Graduation Rates." Presented at the American Political Science Association Conference. August 2008.
- Hicklin, Alisa and W. Curtis Ellis. "Federalism and Minority Representation in the Public Education System." Presented at the American Political Science Association Conference. Boston, MA. August 2008.

- Hicklin, Alisa. "What's In a Name? Seeking Conceptual Clarity in our Understanding of Networks, Networking, and Public Management." Presented at the Empirical Models of Public Management Workshop. College Station, TX . May 2008.
- Hicklin, Alisa. "A Matter of Degrees: Access and Success in Higher Education." Presented at the Latinos and Public Policy in Texas Workshop. Austin, TX. April 2008.
- Hicklin, Alisa and Vicky Wilkins. "Pomp and Circumstances: Latinos and Representative Bureaucracy in Higher Education." Presented at the Midwest Political Science Association Conference. April 2008.
- Pitts, David, Alisa Hicklin, Daniel Hawes, and Erin Melton. "Who Manages Diversity?: Predicting Diversity Management Implementation in Public Organizations." October 2007.
- Hicklin, Alisa and Daniel Hawes. "Competing Explanations for Minority Student Enrollments." Presented at the American Educational Research Association Conference. April 2007.
- Hicklin, Alisa and Vicky Wilkins. "Race, Gender, and Representative Bureaucracy in Higher Education." Presented at the Midwest Political Science Association Conference. April 2007.
- Meier, Kenneth, Laurence J. O'Toole, and Alisa Hicklin. "I've Seen Fire and I've Seen Rain: Public Management and Performance after a Natural Disaster." Presented at the International Research Society for Public Management. Potsdam, Germany. April 2007.
- Brewer, Gene, Alisa Hicklin, and Richard Walker. "Multilevel Modeling, Stakeholder Red Tape, Environmental Constraints, Management, and Public Service Performance." Presented at the Determinants of Performance in Public Organizations Conference. December 2006. Hong Kong.
- Hicklin, Alisa, Laurence J. O'Toole, Kenneth J. Meier and Scott Robinson. "Calming the Storms: Collaborative Public Management, Hurricanes Katrina and Rita, and Disaster Response." Presented at the Collaborative Public Management conference hosted by the Maxwell School. September 2006. Washington, DC.
- Meier, Kenneth J., Carl Doerfler, Daniel Hawes, Alisa Hicklin, and Rene Rocha. 2006. "The Role of Management and Representation in Improving Performance of Disadvantaged Students: An Application of the Bum Phillips' 'Don Shula Rule.'" Presented at the American Political Science Association Conference. August 2006.
- Meier, Kenneth J., Laurence J. O'Toole, and Alisa Hicklin. "Serpents in the Sand: Managerial Networking and Nonlinear Influences on Organizational Performance." Presented at the conference *A Performing Public Sector: A Transatlantic Dialogue*. June 2006. Leuven, Belgium.
- Hicklin, Alisa and Daniel Hawes. "Explaining Shifts in College Enrollments: What Affects the Racial Composition of the Student Body and the Faculty?" Presented at the Midwest Political Science Association conference. April 2006.
- Johnson, Tyler C. and Alisa Hicklin. "Racial Representation: Substantive Representation throughout the Policy Process." Presented at the Midwest Political Science Association conference. April 2006.
- Hicklin, Alisa and Gregory C. Hill. "Organizations Within Organizations: Network Management's Effects on Organizational Subunits." Presented at the Association for Public Policy Analysis and Management Conference. November 3-5, 2005.
- Hill, Gregory C. and Alisa Hicklin. "Managerial Succession in Public Organizations." Presented at the Public Management Research Association Conference. September 29 - October 1, 2005.

- Hicklin, Alisa. “The Effect of Race-Based Admissions in Public Universities: Debunking the Myths About Hopwood and Proposition 209.” Presented at the American Political Science Association Conference. Chicago, IL. April 14-17, 2005.
- Hicklin, Alisa. “Diversity in Public Higher Education: The Role of State Governments.” Presented at the Southern Political Science Association. New Orleans, LA. January 5-8, 2005.
- Hicklin, Alisa. “Latino Undergraduates and the States: How State-Level Characteristics Affect Latino Access to Higher Education.” Presented at the Politics of Latino Education Conference. Austin, TX. December 9-11, 2004.
- Hicklin, Alisa and Daniel Hawes. “Hopwood and Proposition 209: Judicial and Legislative Intervention in American Public Higher Education.” Presented at the Midwest Political Science Association Conference. Chicago, IL. April 14-18, 2004.
- Meier, Kenneth, Warren Eller, Rene Rocha and Alisa Hicklin. “Political Representation and Ethnic Equity: Assessing the Determinants and Impacts of African American Representation in Education.” Presented at the American Political Science Association Conference. Philadelphia, PA. August 28-31, 2003.
- Hicklin, Alisa. “Network Stability: Obstacle or Opportunity?” Presented at the Conference on Empirical Studies of Organizations and Public Management. Athens, GA. November 23-24, 2002.

## DOCTORAL COMMITTEES

### Completed

2020	Junghwa Choi	University of North Carolina at Pembroke
2019	Tracey Bark (co-chair)	Auburn University – Montgomery
2019	Elizabeth Bell (co-chair)	Miami University, Ohio
2019	Dylan Billings	Oklahoma State University
2019	Brandon Ranallo-Benavidez**	Winthrop University
2018	Paul Valentine (chair)	University of Oklahoma - Tulsa
2018	Ivy Shen	Southeast Missouri State University
2018	Jonathan Moore	Oklahoma State Government
2016	Meghann Dragseth (chair)	Louisiana State University
2016	James Atkinson*	Clovis Community College
2016	Chris Birdsall**	Boise State University
2015	Leslie Baker	Mississippi State University
2015	Jamie Smith	Tulsa Community College
2014	Haley Murphy (chair)	Oklahoma State University, tenured
2013	Thomas Rabovsky (chair)	Indiana University at Bloomington, tenured
2013	Sidney Ellington	Central Oklahoma Red Cross, executive director
2013	Matthew Nowlin	College of Charleston, tenured
2013	Thaddieus Conner (chair)	New Mexico State University, tenured
2013	W. Curtis Ellis	Oral Roberts University, tenured

### In Progress

Aarika Forney	Lauren Reinke
Kylie Smith*	Gloria Noble
Michael Rowley*	Kevin Bell*
Joshua Testa**	Steve Hendrix*



Tyler Camarillo	Heath Burge*
Travis Ruddle	Kasie Crall*
Clinton McNair	Ereich Tapia
Stefanie Heinrich*	Jordan Danser*
Dustin Gaskins*	Christopher Anderson*
Morgan Woodle	

\*Student is in a program outside of the department.

\*\*Student is in a program at another university.

## RECENT INVITED TALKS / WORKSHOP PARTICIPATION

2020 AASCU Presentation

2019 Presentation for the Institutes Planning Meeting for the State Higher Education Finance Survey Working Group (SHEEO). Boston, MA. September 10.

Presentation at the Institutes Planning Meeting for the State Higher Education Executive Officers (SHEEO). Boulder, CO. March 29.

2018 Presentation at the State Higher Education Executive Officers (SHEEO) Annual Leadership Meeting. Park City, UT. July 11.

2017 Keynote. Undergraduate Research Conference. Lamar University. Beaumont, TX.

2015 Beyond the Barriers: Latinos in Higher Education. College Station, TX. October 8-10.

American Enterprise Institute Higher Education Working Group. Washington, DC. May 28-29 and October 21-23.

Workshop on Equity and Reasonable Cost in Higher Education. Sponsored by the Wisconsin HOPE Lab. Madison, WI. July 21-22.

Redesigning Traditional Models of Higher Education. Lumina Foundation Workshop. Washington, DC. February 25-26.

Improving the Connection between Research and State Policy for Increased Attainment. Lumina Foundation Workshop. Atlanta, GA. February 19-20.

2014 “Public Regional Comprehensive Universities: Preserving a Legacy of Access and Affordability in a Dynamic Environment.” The Future of Wisconsin’s Public Regional Universities. Oshkosh, WI. October 16.

American Enterprise Institute Higher Education Working Group. Washington, DC. October 2-3.

“Introducing the Comprehensives.” Comprehending Comprehensive Universities. American Enterprise Institute. Washington, DC. July 24.

“The Role of Institutional Leaders in the Effort to Improve Affordability.” State Higher Education Executive Officers Annual Meeting. Boise, ID. July 8-11.

“The Myth of Mission Drift: The Future of Comprehensive Universities in the Age of Accountability.” Boise State University. Boise, ID. May 6.

“Putting Colleges on Notice: Crafting Smarter Strategies to Improve Affordability through Controlling Cost Increases.” Lumina Ideas Summit: New Models of Student Financial Support. Lumina Foundation. Washington, DC. April 14.

## AWARDS AND HONORS

OU College of Arts and Sciences, Kinney-Sugg Outstanding Professor Award, 2013  
National Residence Hall Honorary, National Winner, Faculty/Staff of the Month, May 2013  
Texas A&M University, Kunze Prize for Outstanding Graduate Student, 2006

## RECENT MEDIA CITATIONS

- 2019 Klor de Alva, Jorge. “Is the University Next Door the Way to Upward Mobility?” *American Enterprise Institute*. April 4.
- 2017 Fain, Paul. “Study Questions Effect of Performance Funding.” *Inside Higher Ed*. September 28.
- 2016 Kelchen, Robert and Luke Stedrak. “Fewer Poor Students are Being Enrolled in State Universities: Here’s Why.” *The Conversation*. April 5.
- 2015 Ordway, Denise-Marie. “Performance Funding for Colleges: Research Round-up.” *Journalist’s Resource*. July 15.
- Selingo, Jeffrey. “Regional Public Colleges – the ‘Middle Children’ of Higher Education – Struggle to Survive.” *Washington Post*. February 9.
- Fain, Paul. “Funding Formula Fracas” *Inside Higher Ed*. January 14.
- Mangan, Katherine. “More States Tie Money to Colleges’ Performance, but That May Not Work.” *Chronicle of Higher Education*. January 14.
- Bidwell, Allie. “Report: Performance Funding Might Not Help Students.” *US News & World Report*. January 14.
- Blankinship, Donna Gordon. “Study: Lack of Success For College Performance Incentives.” *Associated Press*, appeared in multiple outlets. January 14.
- Adams, Caralee. “Rise in Short-Term Certificates Linked to Accountability Changes for Colleges.” *Education Week Blog*. January 14.
- 2014 Supiano, Becky and Kelly Field. “Paying for College: Experts Gather in Search of New Models.” *Chronicle of Higher Education*. April 15.
- Troop, Don. “Public Colleges Struggle for Ways to Evolve Amid Competing Demands.” *Chronicle of Higher Education*. April 7.
- Selingo, Jeffrey. “From Tennessee, a Solution for Mission Creep.” *Chronicle of Higher Education*. February 17.

## PROFESSIONAL SERVICE

### Service in the Discipline

Editorial Board, *Journal of Public Administration Research and Theory*. 2009-2011, 2018-  
Executive Committee, Public Administration Section, APSA.

Member, Paper Award for *Journal of Public Administration Research and Theory*, 2013.  
 Program Committee, SPSA. Public Admin & Public Sector Politics Section. 2014.  
 Program Committee, SWPSA Conference, Public Admin&Policy Section. 2011, 2009.  
 Program Committee, MPSA Conference, Public Policy Section. 2010.  
 Short-Course Sponsor/Developer. APSA Conference. 2012.  
 Member, Award Committee, Latino Politics Caucus, MPSA.  
 Reviewer, *Journal of Public Administration Research and Theory*, *Public Administration Review*,  
*Journal of Politics*, *Policy Studies Journal*, *State Politics and Policy Quarterly*, *State and Local*  
*Government Review*, *Review of Public Personnel Administration*, *Publius: The Journal of Federalism*,  
*American Journal of Political Science*, *Association for the Study of Higher Education Conference*,  
*Educational Researcher*

### **Service to the University (Selected)**

Member, President's Academic Program and Budgets Advisory Committee, 2018-present  
 Member, Associate Provost Search Committee, 2019  
 Member, Carl Albert Award Committee, 2018-present  
 Member, Presidential Professorship Selection Committee 2017-present  
 Member, Tribal Liaison Strategic Planning Committee, 2017-present  
 Member, Executive Director for Government Affairs Search Committee, 2018  
 Member, Diversity Subcommittee for Faculty Senate 2018-present  
 Member, OU Community Engagement Committee, 2018-present  
 Facilitator, Creation of New Degree Programs in Public and Community Health, 2018  
 Member, OU Office of University Community Strategic Planning Committee, 2016  
 Member, Provost's Taskforce on Graduate Education, 2016  
 Faculty Fellow, College of Arts & Sciences, 2016  
 Member, College of Arts & Sciences Strategic Planning Committee, 2015-2016  
 Member, Provost Search Committee, 2015  
 Member, Center for Risk and Crisis Management Search Committee, 2015  
 Member, College of Arts & Sciences Executive Committee, 2012-2014  
 Member, Constitutional Studies Search Committee, 2013-2014  
 Faculty Mentor, The Oklahoma Group, 2012-2013  
 Member, College of Arts and Sciences Executive Committee, 2013-2016  
 Presenter, OU Greek Community Forum, 2013  
 Member, College of Education Dean Search Committee, 2011  
 Advisor, OU Disabled Students Association, 2007  
 Member, President's Taskforce on Graduation and Retention, 2009

### **Service in the Department (Selected)**

Director, Professional Programs, 2015-present  
 Coordinator, Public Administration and Public Policy Fields, 2014-present  
 Coordinated the Development of a Graduate Certificate in Nonprofit Management  
 Chair, By-Laws Committee, 2018  
 Developed Minor in Non-Government Organizations, 2014  
 Member, Public Relations Group, 2014-present  
 Co-Director, Doctoral Student Placement Series, 2008-present  
 Member, Department of Political Science Executive Committee (Committee A), 2013-2015  
 Member, Henry Bellmon Chair of Public Service Search Committee, 2010-2012  
 Member, Undergraduate Studies Committee, 2014-present  
 Member, Graduate Studies Committee, 2006-present

Member, Public Administration / Policy Faculty Search Committees (multiple)  
Member, Public Administration / Public Policy Awards Committee, 2012-present  
Faculty Liaison for the PAA Undergraduate Program, 2010-present

**Service Contributions Outside of the Discipline**

Advisory Board, Institutes Initiative, State Higher Education Executive Officers Association  
Advisory Board, Performance-Based Funding Project, PIs: Kelchen, Ortagus, & Rosinger  
Contributor, Lamar University Harvey Heroes Initiative

**PROFESSIONAL MEMBERSHIPS (selected)**

Public Management Research Association  
American Political Science Association  
Midwest Political Science Association  
Association for the Study of Higher Education  
Association for Research on Nonprofit Organizations and Voluntary Associations (ARNOVA)