

Education

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| 2005 | Ph.D., Public Policy | University of North Carolina |
| | Dissertation titled 'A Multi-level Multi-method Analysis of Substance Abuse Treatment Policy and Outcomes for Opiate Addiction in the United States.' | |
| 1991 | S.B., Literature/Materials Science and Engineering | Massachusetts Institute of Technology |

Academic Appointments

University of Delaware, Newark DE

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| 2022 – present | Associate Professor | Biden School of Public Policy |
| 2022 - 2024 | Program Director | MPH in Health Policy and Management |

Saint Augustine's University, Raleigh NC

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| 2014 - 2022 | Tenured Associate Professor of Political Science | |
| 2018 - 2020 | University Unit Director | Honors College |
| 2014 - 2016 | Chair of Curriculum Council | University-wide Committee |
| 2013 - 2015 | Department Chair | History, Government, and Public Policy |
| 2009 - 2012 | Chair of Undergraduate Research | University-wide Committee |
| 2007 - 2014 | Assistant Professor, Political Science | School of Social Sciences |

Duke University, Durham NC

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| 2005 - 2007 | Visiting Assistant Professor, Public Policy | Terry Sanford Institute |
| 2005 - 2007 | Mellon Fellow | Thompson Writing Program |

University of North Carolina, Chapel Hill NC

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| 2003 - 2005 | Policy Factors that Support the Effective Provision of Substance Abuse Treatment Services. Women, Co-Occurring Disorders, and Violence. | Carolyn Heinrich, Ph.D.
Sheps Center for Health Services Research |
| 2000 - 2002 | Graduate Research Assistant | Michael Stegman, Ph.D. |

Professional Employment

Independent Policy Consultant

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| 1999 - 2002 | Government Clients: RI Substance Abuse Prevention Task Force, Woonsocket Housing Authority, Pawtucket Substance Abuse Prevention Task Force
Thinktank Clients: Health and Addictions Research, Inc., DATACORP, Inc., Impaq International, Inc. |
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Abt Associates, Cambridge MA

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| 1997 - 1999 | Analyst, Project Manager, and co-PI for projects in multiple content areas with a variety of government clients at the national level |
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Cambridge Health Alliance and the North Charles Foundation

Public health programs directed by William E. McAuliffe, Ph.D., of Harvard Medical School

1992 - 1996 *Statistical Programmer*

National Technical Center for Substance Abuse
Needs Assessment

Field Interviewer

Project Outreach (HIV prevention study)

Teaching and Research Content Areas

Current focus is in the classroom teaching both undergraduates and graduate students about healthcare public health, and regulatory systems. Content areas of research and teaching have included: policy analysis, public management, health policy, civic engagement, research design, methods (quantitative and qualitative), program evaluation, social policy and prelaw undergraduate advising.

Administrative Accomplishments

Striving to motivate, mentor, support and encourage students from diverse backgrounds and experiences, I have recruited and nurtured relationships with variety of stakeholders, mobilized resources, and led University-wide initiatives,

Leadership Roles

2022 – 2024	Collaborate with the College of Health Sciences in governance of the MPH program for the University of Delaware. As co-director of the MPH program, led the Biden MPH in Health Policy and Management.
2019 – 2021	President of NC Political Association
2018 - 2019	Director of Honors College, Saint Augustine's University
2017 - 2018	Vice President of NC Political Science Association
2015 - 2018	Curriculum Council Chair, Saint Augustine's University
2014 - 2017	Advisory Board to BRIDGES Academic Leadership for Women, UNC – Chapel Hill.
2015 - 2016	President of NC Political Science Association
2013 - 2015	Convenor of Undergraduate Research Day, Saint Augustine's University
2008 - 2015	Department Chair (History, Government, and Public Policy)

Current Service Activities for University of Delaware

Joseph R. Biden School of Public Policy and Administration

Chair of Committee for Health Faculty, Awards and Recognition Committee

Senior Fellow, Institute for Public Administration

Faculty Senate

Committee for Student Life,

University of Delaware

Graduate Committee on Record Changes, convened by Office of the Registrar

Dean Search Committee, charged by Office of the Provost

Honors

Selected for Inaugural UD Open Teaching Day, September 2023.

President of North Carolina Political Science Association, 2015-2016, 2019-2021.

Tenured Associate Professor, August 2014.

Selected for BRIDGES Academic Leadership for Women. William and Ida Friday Center for Continuing Education (competitive statewide selection process).
Finalist for SAU Student Advocate of the Year award.
Special Appreciation Award. Department of History, Government, and Public Policy, *Saint Augustine's College* (now University).
Research Award. Division of Social Sciences, *Saint Augustine's College* (now University).
Mellon Writing in the Disciplines Fellow, *Duke University*.
Future Faculty Fellow. Dr. Ed Neal, *UNC Director of Faculty Development*.
Dissertation Award, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services, \$29,975.
Scholars for Tomorrow Fellowship, *UNC Graduate School*.

Academic Products

(Papers, Talks, Workshops)

Addressing dating violence in the Latinx community in Wilmington, Delaware: A qualitative needs assessment project. Presented by Banushree (Bree) J. Nehru at the APHA Emerging Scholars Plus session, November 2025.

Joyful Balance. Workshop Facilitated for Keep Calm and Teach On, University of Delaware on August 21, 2025.

How Do We Teach with Care? With Vaishnavi Tripuraneni and Casey Taylor. Presented at the UD Summer Institute on Teaching, May 29, 2025.

CTAL Professional Learning Community: *Documenting your Teaching for Promotion and Tenure.* 2023, March-June. [<https://ctal.udel.edu/faculty-perspectives-digital-teaching-tools-and-platforms/>]

Policy History of HBCU's. With Shirlkeymu Winston. Presented at the 47th annual Meeting of the NC Political Science Association, Charlotte NC, February 22, 2019.

Outsiders and Insiders: a history of educational access for African Americans. Presented at ANZHES, Sydney Australia, December 2018.

Revisiting the Electoral College. Presented at the 45th annual Meeting of the NC Political Science Association, Rock Hill SC, March 3, 2017.

Fulfilling Campaign Promises: From Lilly Ledbetter to Don't Ask Don't Tell. Presented at the 40th annual Meeting of the NC Political Science Association, Charlotte NC, February 25, 2011.

Healthy People or Healthy Economy: must we choose? Presented at the 19th annual Conference on African American Culture and Experience, Greensboro NC, April 3, 2009.

Strategies for Classroom Discussion of Text. Presented at CTL Faculty Development Workshop, Raleigh NC, March 26, 2009.

Using Risk Analysis to Teach Content-Based Critical Thinking Skills. With C. Zeller. Presented at the Saint Augustine's College Professional Development Institute, Raleigh NC, January 6, 2009.

Apples and Oranges: challenges to comparing functional status as assessed in community and residential settings. With M. Boward. Presented at the 5th annual CANS conference, Nashville TN, September 29, 2008.

Integrating Technology and Traditional Pedagogy to facilitate multidisciplinary learning. Presented at the CIT Instructional Technology Showcase, Durham NC, April 26, 2007.

State-Level and Organization-Level Effects on Delivery of Maintenance Therapies to Opiate Addicts. Presented at the Annual Meeting of the Academy of Management, Atlanta GA, August 14, 2006.

Managing the Provision and Delivery of Substance Abuse Treatment Services: The Case of Methadone. Presented at the Addiction Health Services Research conference, Santa Monica CA, October 26, 2005.

Instruments of Policy and Administration for Improving Substance Abuse Treatment Practice and Program Outcomes. With Carolyn J. Heinrich. *Journal of Drug Issues.* Summer 2005 35 (3): 485-505.

Dimensions of Publicness and Performance in Substance Abuse Treatment Organizations: A Multilevel Investigation. With Carolyn J. Heinrich. *Journal of Policy Analysis and Management*, Winter 2004 23(1): 49-70

Use of Medical Evidence in Managing Service Delivery: The Case of MMT in Drug Treatment. Presented at the Fall Conference of the Association for Public Policy Analysis and Management, Atlanta GA, October 29, 2004.

Performance measures for outpatient substance abuse services: group versus individual counseling. With Lee Panas, Yael Caspi, and Dennis McCarty. *Journal of Substance Abuse Treatment*, December 2003 25(4):271-8.

Measuring Health: A Policy Study of Methadone Maintenance Therapy. Presented at the 131st Annual Meeting of the American Public Health Association, San Francisco CA, November 19, 2003.

Developing an Evidence-Based Culture: Instruments of Policy and Administration in Substance Abuse Treatment. Presented at the 13th Annual Conference on State Mental Health Agency Services Research, Program Evaluation, and Policy. Baltimore MD, February 10, 2003.

Measuring interstate variations in problems related to alcohol use disorders In book: *The Epidemiology of Alcohol Problems in Small Geographic Areas*, Publisher: National Institute on Alcohol Abuse and Alcoholism, Editors: Robert A. Wilson, Mary C. Dufour. January 2000

Are Telephone Surveys Suitable for Studying Substance Abuse? Cost, Administration, Coverage and Response Rate Issues. With W.E. McAuliffe, Geller, LaBrie, and Paletz. *Journal of Drug Issues*, Vol. 28, No.2, Spring 1998, 455-481.

Measuring Interstate Variations in Drug Problems. With W.E. McAuliffe, LaBrie, Lomuto, and Betjemann. *Drug and Alcohol Dependence*, Vol.53, 1999, 125-145.

Selected Products of Policy Research

NIJ Research Report – Telemedicine Can Reduce Correctional Health Care Costs: An Evaluation of a Prison Telemedicine Network. Published by the U.S. Department of Justice, April 1999. (available online, <https://www.ncjrs.gov/pdffiles1/175040.pdf>)

McDonald, Fournier, Russell-Einhorn, and Crawford, "Private Prisons in the United States: An Assessment of Current Practice," Published by the National Institute of Corrections 1998. (available online <http://www.abtassociates.com/reports/priv-report.pdf>)

Assessment of Substance Dependence Treatment Needs: A Telephone Survey and Questionnaire. McAuliffe, W.E., LaBrie, Mulvaney, Shaffer, Geller, Fournier, Levine, Wang, Wortman, and Miller. Cambridge, MA.

Research Projects

Medicaid Demonstration: Community-Based Alternatives to Psychiatric Residential Treatment Facilities. A team from IMPAQ (and subcontractor, Westat) was the national evaluator of this 5-year Medicaid demonstration project. (Role: Independent Consultant. Funder: USDHHS)

A Political and Organizational Analysis of Maintenance Therapy for Opioid Dependence.

Substance abuse services research investigation of the political and economic factors associated with Medicaid coverage for methadone maintenance therapy (MMT); organizational decisions about MMT service delivery; and the outcomes of substance abuse treatment clients who are opioid dependent. (Role: Principal Investigator. Funder: U.S. SAMHSA)

Review and Assessment of Correctional Privatization. Congress mandated a study of privately operated correctional facilities. (Role: Senior Analyst, Abt Associates. Funder: Federal Bureau of Prisons and National Institute of Corrections).

Policy Factors that Support the Effective Provision of Substance Abuse Treatment Services. (Role: Graduate Research Assistant for Dr. Carolyn Heinrich.)

Women, Co-Occurring Disorders, and Violence.

(Role: Graduate Research Assistant for Sheps Center for Health Services Research.)

Evaluation of Welfare-to-Work. Performance evaluation of a U.S. Department of Labor grantee whose national welfare-to-work program was targeted to recipients of public housing assistance. (Role: Graduate Research Assistant for Dr. Michael Stegman.)

BSAS Data Management and Analysis. Topics include: effect of managed care initiatives on cost and outcomes of outpatient programs; trends in utilization; and outcome characteristics of discharges. (Role: Consultant for Health and Addictions Research, Inc.)

Senior Health Insurance and Assistance Programs. Evaluation and training of the 53 state grantees of the Senior Health Insurance and Assistance program (SHIP) for the federal Health Care Financing Administration. (Role: Consultant for Abt Associates, Inc.)

Housing Authority Database. Demographics, program participation, and needs assessment for residents of RI public housing. (Role: Project Director for MFJ DATACORP, Ltd. Funder: Woonsocket Housing Authority.)

Brief Intervention for Alcohol Injured Patients. Five-year clinical study. (Role: Data Manager. MFJ DATACORP, Ltd. Client: Brown University)

Virginia Social Indicator Study. Treatment needs assessment. (Role: Associate Director for MFJ DATACORP, Ltd. Client: Virginia Department of Mental Health.)

Communities United for Prevention. DATACORP directed all aspects of the reinitiation of project work for this CSAP-funded partnership grant, including the development of a governance structure and providing technical assistance and training to members of the Rhode Island coalition. (Role: Associate Director for MFJ DATACORP, Ltd.)

Evaluation of HCFA On-Line. Assessing HCFA's strategies and projects to enhance the communications between HCFA and its beneficiaries, providers, and other partners such as fiscal intermediaries, carriers, State Medicaid agencies, and others who participate in HCFA programs. (Role: Senior Analyst, Abt Associates, Inc.)

Review and Assessment of Correctional Privatization. Congress mandated a study of privately operated correctional facilities. (Role: Senior Analyst, Abt Associates, Inc. Client: Federal Bureau of Prisons and National Institute of Corrections.)

Modeling the Long Term Health Care Needs of Prisoners. (Role: Senior Analyst, Abt Associates, Inc.)

Evaluation of an In-Prison Drug Abuse Treatment Program. (Role: Senior Analyst, Abt Associates, Inc.)

Cost-Effectiveness Analysis of Prison Telemedicine Demonstration. (Role: Analyst, Abt Associates, Inc.)

National Technical Center for Substance Abuse Needs Assessment (Role: Statistical Applications Programmer/Research Analyst for Harvard Medical School.)

Teaching Highlights

courses representing cross-disciplinary work

Public Policy Formation	These graduate courses were taught in MPA and MPH programs at North Carolina Central University and the University of Delaware.
Policy and Population Health	
Civic Engagement	Collaborated in development and facilitation of several student-centered courses in a variety of content areas (environmental science, public policy, infectious diseases, political science) to improve core skills in civic engagement.
Honors Research Seminar	This set of courses represents those that I teach to support undergraduate research across the campus. In these sections, I have found the opportunity to first introduce the possibility of accomplishing publication-quality research to many first generation college students and then to engage them in projects over the course of several semesters.
Social Research Methods	
Quantitative Applications in Political Science	
Governments of Developing States	Part of the core curriculum for the Political Science undergraduate major at <i>Saint Augustine's University</i> , these courses are targeted toward upper-division students and focuses on global politics.
International Relations	

Introduction to Public Policy Analysis	Part of the core curriculum for the Public Policy undergraduate major at <i>UNC-Chapel Hill</i> , this course is targeted toward second- and third-year students and provides an introduction to the elements of policy analysis, including definition of problems, criteria, alternatives, models, decision procedures, and political feasibility.
Governing Culture Wars	The University Writing Program first-year seminar (required of all first-year undergraduate students at <i>Duke University</i>) teaches a core set of writing practices through the study of American public policy debates. Focusing on one topic of interest, each student develops a reading list, critically analyzes the texts, then drafts and revises several academic essays to develop knowledge of the topic's social and legislative history, to identify and describe relevant public organizational actors and to critically evaluate the implicit and explicit arguments of the public positions taken.
Analyzing Public Discourse	
Ethical Basis of Public Policy Decision-Making	This upper division class provides a critical exploration of ethical and theoretical bases for making public policy decisions. Analysis of normative arguments of contemporary public policy issues. (Role: Guest Lecturer and Graduate Teaching Assistant to Dr. David Dill.)
UNC Freshman Seminar: Academic Values and Policy Choice	In a special-topic (higher education) intensive-learning environment, first-year students explore the policies and practices of research universities in order to discover core values of a university community. (Role: Guest Lecturer and Graduate Teaching Assistant to Dr. David Dill.)
Political Ideologies	Part of the core curriculum for the Political Science undergraduate major at Saint Augustine's University, this course is targeted toward lower-division students and introduces contemporary ideologies with a focus on the theoretical foundations of democracy.
Political Analysis for Policymaking	Part of the core curriculum for the Public Policy Studies undergraduate major at Duke University, this class focuses on the political processes, institutions and key actors involved in the making of American public policy. Co-taught (with Goss, Jentleson, Hamilton).

Past Professional Service Activities

(Alphabetical by organization)

Association for Public Policy Analysis and Management (APPAM)

Member, Panel Chair & Discussant

Academy of Management

Member, Reviewer for Public Non-Profit Division

Center for Teaching, Assessment, and Learning, University of Delaware

Professional Learning Community (PLC) for Documenting Engaged Teaching

Duke University, Durham NC

participant in [Libraries Digital Projects](#), mentor for undergraduate summer

research, panelist for Duke University Graduate Research Day, "Postdoctoral

Fellowships: What You Should Know Before You Go," editor for *Deliberations*

magazine, convener of Reflective Practitioner Group for Assessment and Grading

H&C Educational Services, Durham NC

Advisory Board

Joseph R. Biden School of Public Policy and Administration, University of Delaware
Academic Curriculum Coordination Committee, Masters Coordinating Committee,
Program Committee for Health Policy and Management, Faculty Recognition
Committee, Masters Program Directors Committee

NC Political Science Association

vice president. elected to Executive Council in 2012. Member, Panel Chair &
Discussant

Saint Augustine's University

Co-chair of Quality Enhancement Program (QEP) committee. Online Programs
committee. Mentor of undergraduate research projects, moderator for candidates'
forum, advisor to 30 Honors College scholars and 10 political science majors, chair
of Honors Convocation planning committee, chair Department of History,
Government, and Public Policy (6 full-time faculty and 7 adjunct instructors) Chair
of Undergraduate Research Day Planning Committee, Honors College Founding
Committee, Presidential Task Force (chair of sub-committee), Assessment
Coordinator, QEP Advisory Board, chair Search Committee for Assistant Professor
of History; Faculty Advisor for Pi Gamma Mu. Social Sciences representative to
Faculty Senate, Assessment Coordinator, Senior Class Advisor, Junior Class
Advisor, FYE Summer Reading Committee. presiding responsibilities for 2008 Law
Day and Awards Day ceremonies and for 2010 Anna Julia Cooper Unveiling
Program, interdisciplinary women's studies discussion. Tenure Review Committee
for two colleagues, Chair of Awards Day Committee, Search Committee for
Assistant Professor of Psychology. June K. Campbell Women in Leadership
Conference, Saint Augustine's University, October 2007. Discussant for Domestic
Violence Panel.

BRIDGES Advisory Board 2014 - 2017.

Reviewer for editors of *Perspectives on Public Management and Governance* (peer-reviewed
scholarly journal), *Health Services Research* (peer-reviewed scholarly journal), *Explorations*
(undergraduate research journal), *Duke Journal of Public Affairs*, State of North Carolina
Undergraduate Research and Creativity Symposium (SNCURCS) journal.

UNC-Chapel Hill Public Policy Department

chair of Workgroup to Assess Undergraduate Learning, reader for undergraduate
Honors Thesis, faculty search committee, graduate Student Representative to
departmental meetings

University of Delaware, College of Health Sciences

MPH Program Committee, MPH Curriculum Committee, MPH Admissions
Committee

University of Delaware, Faculty Senate

Graduate Committee on Record Changes, Committee for Student Life,

Personal Community Service

Delaware Point-in-Time (PIT) count of homeless population field interviewer
Wake County Eat Smart Move More (ESMM) Stakeholders task force participant
Literacy tutor for Raleigh Rescue Mission
Habitat for Humanity field interviewer
NC Med Assist (pharmaceutical products for the uninsured) volunteer