

# DAVID M. MITCHELL

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david.mitchell@ucf.edu ♦ University of Central Florida, PO Box 161395, HPA II 239, Orlando, FL 32816 ♦ (407) 823-5365

## Academic Appointments

### University of Central Florida

2014-Present. Assistant Professor (tenure-track), Public Administration  
*Graduate Courses Taught: Public Budgeting (10), Strategic Planning and Mgmt (8), Public Financial Mgmt (2), Nonprofit Financial Mgmt (2), Analytical Techniques (2), Research Methods*  
*Undergraduate Courses Taught: Public Administration in American Society (2)*

### IUPUI

2013-2014. Assistant Professor (visiting), Public Affairs  
*Graduate Course Taught: Public Policy Process.*  
*Undergraduate Courses Taught: Statistical Techniques (4), Introduction to Public Affairs (2), Government Budgeting and Finance*

### Northern Illinois University

2011-2013. Graduate Teaching Assistant, Public Administration  
2010-2011. Graduate Research Assistant, Center for Governmental Studies  
2009-2010. Graduate Research Assistant, NGOLD Center  
*Undergraduate Courses Taught: Introduction to Public Administration (2), Public Budgeting*

### Adjunct Teaching

Rock Valley College—2012-2013  
Fort Hays State University—2012  
*Undergraduate Courses Taught: State and Local Govt (2), American Govt, Current Political Issues*

## Education

### Northern Illinois University

Ph.D. Political Science, 2014  
Primary Field: Public Administration, Secondary Field: American Government  
Dissertation: *Turning Dreams into Reality: Examining Strategic Implementation in U.S. Municipalities*, directed by Dr. Kurt Thurmaier

### University of Kansas

M.P.A. Public Administration, 2003  
B.A. with Distinction; Political Science, History, and Geography, 2001  
Minor: Public Service and Community Leadership

## Municipal Experience

### City of Highland Park, Illinois

2006-2009. Management Analyst, City Manager's Office

### City of Kansas City, Missouri

2004-2006. Analyst II, Office of Management and Budget  
2003-2004. Analyst I, Office of Management and Budget  
2002-2003. Cookingham Fellow, City Manager's Office

## Publications

### Peer-Reviewed Scholarly Articles

8. **Mitchell, D.**, Kanaan, D\*, & Stoeckel, S\*. (2020). "Put Your Money Where Your Mouth Is: The Influence of Budgeting Upon Strategic Implementation in US Municipalities." *Public Administration Quarterly*, (forthcoming).
7. **Mitchell, D.**, & Mohr, Z. (2019). Financial Management and Cost Accountability in Networks: An Exploratory Analysis of Indirect Cost Monitoring in Chicago Local Government Networks. *International Journal of Public Administration*, 42(11), 961-973. DOI: 10.1080/01900692.2018.1561714
6. **Mitchell, D.** (2019). It All Depends, But on What? Testing Contingency in Public Strategic Implementation. *Public Performance and Management Review*, 42(4), 783-807. DOI: 10.1080/15309576.2018.1523063
5. **Mitchell, D.**, Larson, S., Colantonio, C.\*, & Nguyen, C\*. (2018). Planning for Change: Incorporating Contextual Implementation Design into Strategic Planning. *State and Local Government Review* 50(2): 110-118. DOI: 10.1177/ 0160323X18785695
4. **Mitchell, D.** (2018). Strategic Implementation: An Illustration of Theory/Practice Disconnect in Public Administration. *Public Administration Quarterly* 42(1): 59-89.
3. **Mitchell, D.** (2018). To Monitor or Intervene? The Dual Roles of City Managers in the Implementation of Strategic Initiatives. *Public Administration* 96(1): 200-217. DOI: 10.1111/padm.12381
2. **Mitchell, D.**, & Thurmaier, K. (2016). (Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance. *Public Budgeting & Finance* 36(1): 47-67. DOI: 10.1111/pbaf.12087
1. **Mitchell, D.**, & Thurmaier, K. (2012). Currents and Undercurrents in Budgeting Theory: Exploring the Swirls, Heading Upstream. Invited peer-reviewed *Public Administration Review* article for "Foundations of Public Administration" Series.

### Book and Encyclopedia Chapters

2. Mohr, Z., & **Mitchell, D.** 2019. "Decision Making in Networks". *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Ed. A. Farazmand. New York: Springer. ISBN 978-3-319-20928-9
1. **Mitchell, D.**, & Thurmaier, K. 2016. "Currents and Undercurrents in Budgeting Theory: Exploring the Swirls, Heading Upstream." In *Foundations of Public Administration*. Eds. Jos C.N. Raadschelders, Richard J. Stillman, Jr.. Irvine, CA: Melvin & Leigh Publishers. ISBN: 978-099730842-6

### Professional Publications

1. **Mitchell, D.** 2016. "Strategic Plan Implementation." *Public Management* 98(6): 15.

### Manuscripts Under Review

4. **Mitchell, D.**, & Buckingham, G. "Transforming Plans into Community Impact: Strategic Planning as Service-Learning in Public and Nonprofit Administration Graduate Programs" (SOTL) Submitted to *Teaching Public Administration*. **Revision and Resubmission Requested.**
3. **Mitchell, D.**, & Knox, C. C. "Adding Insult to Injury: The Fiscal Impact of a Failed FEMA Disaster Reimbursement System Upon Florida Municipalities." Submitted to *Journal of Emergency Management*. **Revision and Resubmission Requested.**

**Publications  
(cont.)**

2. **Mitchell, D.**, Davis, W., Hendrick, R. “Learning from the Joneses: The Social Learning Effect of Regional Councils of Government on Municipal Fiscal Slack in Suburban Chicago.” *Submitted to **Public Budgeting and Finance. Revision and Resubmission Requested.***
1. **Mitchell, D.** “Strategic Implementation: Building Theory at the Intersection of Strategic Management and Policy Implementation.” *Submitted to **International Public Management Journal.***

\*Graduate student under my supervision

**Funded  
Research**

**External Research Funding (7 Grants Total: \$397,950; PI Credit: \$94,394)**

7. **Mitchell, D.**, Buckingham, G. “Strategic Plan”. City of Cocoa (FL) Police Department. September 2019-August 2020. \$50,000. PI Credit: **\$50,000.**
6. **Mitchell, D.**, Bryer, T. “Performance and Sustainability Review”. Celebration Residential Owners Association. June-September 2019. \$11,800. PI Credit: **\$11,800.**
5. Bryer, T., Tirrell, D. N, Yegidis, B., Wharton, T, **Mitchell, D.** Krick, S. “Management and Leadership Development Training.” Department of Children & Families, State of Florida. June 2015-January 2016. \$172,150. Co-PI Credit: **\$21,594.**
4. Kuhn, G., Sohl, S., **Mitchell. D.** “Strategic Plan.” Poplar Creek (IL) Library District. February 2011-May 2011. \$25,000. Co-PI Credit: **\$2,500.**
3. Kuhn, G., Sohl, S., **Mitchell. D.** “Strategic Plan.” High School District 99 (Downers Grove, IL). February 2011-May 2011. \$27,000. Co-PI Credit: **\$2,700.**
2. Kuhn, G., **Mitchell. D.** “Strategic Plan.” Information Technology Department, City of Elmhurst (IL). November 2010-February 2011. \$22,000. Co-PI Credit: **\$2,200.**
1. Kuhn, G., **Mitchell. D.** et al. “Study on Crime and Poverty” City of Dubuque (IA). August 2010-January 2011. \$90,000. Co-PI Credit: **\$3,600.**

**Internal Research Funding (5 Grants Total: \$15,282)**

5. **Mitchell, D.**, Principal Investigator. Sponsored Research Initiative, College of Health and Public Affairs, UCF. January 2017-May 2017. **\$2,500.**
4. **Mitchell, D.**, Principal Investigator. Faculty Sponsored Research Support Initiative, College of Health and Public Affairs, UCF. January 2016-May 2016. **\$2,500.**
3. **Mitchell, D.**, Principal Investigator. “The Process of Public Strategic Implementation: A Multi-Phase Contingent Approach.” Faculty In-House Grant. Office of Research and Commercialization, UCF. May 2015-April 2016. **\$7,500.**
2. **Mitchell, D.**, Principal Investigator. “A Reflection of Changing Priorities? The Reallocative Power of Priority Based Budgeting in US Municipalities during an Era of Fiscal Stress.” Faculty Travel Grant. Office of Research and Commercialization, UCF. April 2015. **\$282.**
1. **Mitchell, D.**, Principal Investigator. “Testing a Multi-Phase Contingency Model of Public Strategic Implementation” Research Fellowship, College of Health and Public Affairs, UCF. January 2015-September 2015. **\$2,500.**

**Funded  
Research  
(cont.)**

**Unfunded External Research Funding (3 Grants Tot.: \$110,000; PI Credit: \$95,000)**

3. **Mitchell, D.** 2018. ICMA Research Fellowship. \$30,000. PI Credit: **\$30,000.**
2. Knox, C., **Mitchell, D.** 2018. ICMA Research Fellowship. \$30,000. Co-PI Credit: **\$15,000.**
1. **Mitchell, D.** 2015. "Implementing Public Strategic Projects: Building an Evidence-Based Contingent Model of Success." Project Management Institute. \$50,000; PI Credit: \$50,000. (Advanced to second round; not awarded).

**Presentations**

**Research Conferences**

36. "Bought In? Does the Support of Some Internal Stakeholder Groups Matter More than Others to Strategic Implementation Success?" (with Suzette Myser, David Kanaan\*, Sarah Stoeckel\*). ICMA Annual Conference, Nashville, TN, October 2019.
35. "Florida Disaster Management Funding: Case Study of Hurricane Irma" (with Claire Knox). Association for Budgeting and Financial Management (ABFM) Annual Conference, Washington, DC, September 2019.
34. "Priority-Based Budgeting: Does Municipal Context Matter?" (with Suzette Myser, Auria Malachowski\*). ABFM Annual Conference, Washington, DC, September 2019.
33. "A Reflection of Changing Priorities? The Reallocative Impact of Priority Based Budgeting in US Municipalities" (with Suzette Myser, Blair Thomas, Auria Malachowski\*). Public Management Research Conference (PMRC), Chapel Hill, NC, June 2019.
32. "Bought In? Does the Support of Some Internal Stakeholder Groups Matter More than Others to Strategic Implementation Success?" (with Suzette Myser, David Kanaan\*, Sarah Stoeckel\*). PMRC, Chapel Hill, NC, June 2019.
31. "Florida Disaster Management Funding: Irma and Maria" (with Claire Knox), American Society for Public Administration (ASPA), Annual Conference, Washington, DC, March 2019.
30. "The Accountability Gap in Municipal Collaborative Service Delivery Networks." UCF Public Administration Research Conference (PARC), Orlando, FL, March 2019.
29. "Keeping Up with the Joneses: The Social Learning Effect of Regional Councils of Government on Municipal Fiscal Slack in Suburban Chicago" (with Whitney Davis, Rebecca Hendrick). ABFM Annual Conference, Denver, CO, October 2018.
28. "Put Your Money Where Your Mouth Is: The Influence of Budgeting Upon Strategic Implementation in US Municipalities" (with David Kanaan\*, Sarah Stoeckel\*, Suzette Myser). ABFM Annual Conference, Denver, CO, October 2018.
27. "A Reflection of Changing Priorities? The Reallocative Impact of Priority Based Budgeting in US Municipalities" (with Suzette Myser, Blair Thomas, Auria Malachowski\*). ICMA Annual Conference, Baltimore, MD, September 2018.
26. "It all Depends...But on What? Examining Context in the Implementation of Strategic Plans." ICMA Annual Conference, San Antonio, TX, October 2017.

**Presentations  
(cont.)**

**Research Conferences (cont.)**

25. "A Reflection of Changing Priorities? The Reallocative Impact of Priority Based Budgeting in US Municipalities" (with Suzette Myser). ABFM Annual Conference, Washington, DC, September 2017.
24. "Retiring the Golden Hammer: Identifying Situational Tools for Strategic Plan Implementation" (with David Kanaan\*, and Sarah Stoeckel\*). PMRC, Washington, DC, June 2017.
23. "(Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance." (with Kurt Thurmaier). UCF PARC, Orlando, FL, April 2017.
22. "Strategic Implementation: Exploring the Phases" (with David Kanaan\* and Sarah Stoeckel\*). ASPA Annual Conference, Atlanta, GA, March 2017.
21. "Budget Accountability in Public Management Networks" (with Zachary Mohr). ABFM Annual Conference, Seattle, WA, October 2016.
20. "Success and Failure in Implementing Strategic Plans." (with Julia Novak\*\* and Scott Huizenga\*\*). ICMA Annual Conference, Kansas City, MO, September 2016.
19. "(Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance." (with Kurt Thurmaier). ICMA Annual Conference, Kansas City, MO, September 2016.
18. "Planning for Change: Incorporating Contextual Implementation Design into Strategic Planning" (with Claudia Colantonio\*, Christina Nguyen\*, and Sarah Larson). ASPA Annual Conference, Seattle, WA, March 2016.
17. "Priority Based Budgeting & Reallocation: Do Priorities Receive More Funding?" ABFM Annual Conference, Washington, DC, October 2015.
16. "The Impact of Indirect Costs upon Public Management Networks." (with Zachary Mohr) ABFM Annual Conference, Washington, DC, October 2015.
15. "Keeping Plans off the Shelf." (with Amy Knowles\*\* and Johanna Nyden\*\*) ICMA Annual Conference, Seattle, WA, September 2015.
14. "Maintaining Course in Perilous Conditions: Toward a Contingent Process Model of Strategic Implementation." PMRC, Minneapolis, MN, June 2015.
13. "Financial Management and Cost Accountability in Networks." (with Zachary Mohr) PMRC, Minneapolis, MN, June 2015.
12. "The Challenges and Triumphs of Implementing Strategic Plans." ASPA Annual Conference, Chicago, IL, March 2015.
11. "A Reflection of Changing Priorities? The Reallocative Power of Priority Based Budgeting in US Municipalities during an Era of Fiscal Stress." ABFM Annual Conference, Grand Rapids, MI, October 2014.
10. "Putting Your Money Where Your Mouth Is: The Influence of Budgeting on Strategic Implementation in U.S. Municipalities." Western Social Sciences Association (WSSA), Annual Conference, Albuquerque, NM, April 2014.

**Presentations  
(cont.)**

**Research Conferences (cont.)**

9. "Old Techniques and New Concepts: Cost Accounting in Public Management Networks." (with Zachary Mohr) WSSA Annual Conference, Albuquerque, NM, April 2014.
8. "It All Depends...But on What? A Refinement of Contingency Theory in Public Strategic Management." Southern Political Science Association, Annual Conference, New Orleans, LA, January 2014.
7. "The Definition of Insanity? A Disconnect between Theory and Practice in Public Strategic Implementation." Southern Political Science Association, Annual Conference, New Orleans, LA, January 2014.
6. "(Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance." (with Kurt Thurmaier) ABFM Annual Conference, Washington, DC, October 2013.
5. "Turning Dreams into Reality: What Works (and doesn't) in the Strategic Management of U.S. Municipalities." ABFM Annual Conference, New York, NY, October 2012.
4. "Budgeting for Collaboration: An Exploratory Study of Public Management Networks in Northern Illinois," (with Kurt Thurmaier) ABFM Annual Conference, Washington, DC, October 2011.
3. "Toward a Theory of Budgeting for Collaboration," (with Kurt Thurmaier) PMRC, Syracuse, NY, June 2011.
2. "Currents and Undercurrents in Budgeting Theory: Exploring the Swirls, Heading Upstream," (with Kurt Thurmaier). ABFM Annual Conf., Omaha, NE, Oct. 2010.
1. "Improving the Performance of Municipal Governing Boards: An Empirical Analysis," (with Trenton Davis, Gerald Gabris, and Kimberly Nelson) South Eastern Conference on Public Administration, Annual Conference, Wilmington, NC, October 2010.

\*Graduate student under my supervision

\*\*Practitioner

**Invited Speaker**

Discussant, Applied Research in Public Finance Conference, Bloomington, IN, 2017.  
School of Public Administration Research Circle, UCF, 2017.  
Florida City/County Management Association, Student Chapter Webinar UCF, 2016.  
PAD 7827 (Network Governance) Seminar, UCF, 2016.  
ICMA Student Chapter, UCF, 2016.  
AmeriCorps Volunteers in Service to America (VISTA) Program, UCF, 2015.  
PAD 7057 (Advanced Public Management) Seminar, UCF, 2015.  
*Romanian Review of Local Public Administration* Public Official Training Program, 2014.  
North Carolina Local Government Budget Association (with Zachary Mohr), 2014.  
Florida League of Cities Legislative Conference Research Symposium, 2014.  
University of Central Florida PAD 4204 (Fiscal Management), 2014.  
University of Central Florida School of Public Administration, 2014.  
Ball State University Department of Political Science, 2013.  
IUPUI School of Public Affairs, 2013.  
University of Maryland School of Public Policy, 2012.

**Presentations  
(cont.)**

**Teaching Conferences**

UCF Faculty Center for Teaching and Learning Summer Conference, 2015-2017, 2019 (4).  
UCF Faculty Center for Teaching and Learning Winter Conference, 2014-2016, 2018 (4).

**Honors and  
Awards**

**Excellence in Professional Service Award**, UCF College of Community Innovation and Education (two awarded among full-time faculty each year), 2020  
**(Textbook) “Affordability Counts” Designation**, PAD 6335 Strategic Planning and Management, UCF, 2020  
**Quality Online Course Designation**, PAD 6227 Public Budgeting, UCF, 2019.  
**Quality Online Course Designation**, PAD 6335 Strat. Planning & Mgmt, UCF, 2019.  
**Excellence in Graduate Teaching Award**, UCF College of Health and Public Affairs (one awarded among eligible full-time faculty each year), 2018.  
**Undergraduate Teaching Award**, IUPUI School of Public and Environmental Affairs (one awarded among full-time faculty each year), 2014.  
**ICMA Community Health & Safety Excellence Award**, Healthy Highland Park Task Force, Community Weight Loss Program, 2011. (awarded post-employment)  
**Innovative Program Award Winner**, Online Advertising Cost-Saving Initiative, National League of Cities’ “City Showcase,” 2003.  
**Cookingham Fellow**, City of Kansas City (MO), 2002-2003.  
**Student Paper Award Nominee**, Mid-Continent Regional Science Association, Annual Conference, June 2002.  
**Ethan Allen Scholar**, University of Kansas MPA Program, 2001.  
**Departmental Honors**, University of Kansas Geography Department, via thesis entitled, “The Need for Speed: Historical Justifications for Embracing High-Speed Rail,” 2001.  
**Departmental Honors**, University of Kansas History Department, via thesis entitled, “Highway Robbery—The Search for the ‘Northwest Passage’: A Case Study in Kansas Highway Politics,” 2000.

**Service**

**University**

Faculty Senate, UCF, 2019-Present.  
Steering Committee, 2019-Present.  
Committee on Committees, 2019-Present.  
Budget and Administrative Committee, 2019-Present.  
UCF Downtown Faculty Advisory Council, 2019-Present.  
Honors in the Major College Coordinator, UCF, 2017-2019.  
Undergraduate Research Council School Representative, UCF, 2016-2019.  
Strategic Consultant, Collective Impact Plan Implementation Team, UCF, 2017-2018.

**College**

Honors in the Major Scholarship Committee Co-Chair, UCF CCIE, 2018-2019.  
Honors in the Major Scholarship Committee Chair, UCF COHPA, 2017-2018.  
Faculty Council Interim School Representative, UCF COHPA, 2016.  
Instructor and Lecturer Promotion Committee, UCF COHPA, 2015-2016.  
Technology Advisory Committee, UCF COHPA, 2014-2016.  
Honors in the Major Scholarship Committee Member, UCF COHPA, 2014-2016.  
NGOLD Center Strategy Committee, NIU CLAS, 2010-2011.

**School**

Strategic Plan Coordinator, UCF SPA, 2016-Present.  
Faculty Advisor, ICMA Student Chapter, UCF, 2016-Present.

## Service (cont.)

### School (cont.)

Public Administration Advisory Board Ex-Officio Member, UCF, 2014-Present.  
Instructor and Lecturer Promotion Committee, Chair, 2016-Present.  
Instructor and Lecturer Promotion Standards Review Committee, 2019.  
Software Gift Coordinator, Cascade Performance Budgeting System, \$267,550, 2017.  
Center for Public and Nonprofit Management Oversight Committee, 2016-2017.  
RISES Faculty Cluster Proposal Team, UCF, 2016-2017.  
Public Admin. Research Conference Planning Committee, UCF SPA, 2016-2017.  
Faculty Advisor, Pi Alpha Alpha Chapter, UCF, 2016-2017.  
Faculty Search Committees, UCF SPA, 2015 (3), 2016 (1).  
Annual Evaluation Standards and Procedures Review Committee, UCF SPA, 2016.  
Healthy and Resilient Communities Faculty Cluster Proposal Author, UCF, 2015.  
Diversity Committee, UCF SPA, 2014-2015.  
Downtown Campus Task Force, UCF SPA, 2014-2015.  
Ad Hoc Local Government Curriculum Committee, IUPUI SPEA, 2014.

### Teaching

Developer, Public Budgeting and Finance Graduate Certificate Program, 2017.  
-Created four new courses for this certificate program  
Team Member, Public Administration Undergraduate Major Curriculum Update, 2017.  
Developer, PAD 6036 Change Management in Public Organizations course, 2017.  
University Service-Learning Course Designation, PAD 6227 Public Budgeting, 2017.  
Significant course revisions – PAD 3003, 6208, 6227, 6335, 6701.

### Student Research

Dissertation Comm. Member – D. Kanaan (2016), S. Stoeckel (2018), F. Mohamidi (2019)  
Honors in the Major Committee Member for A. Alfonsi (2019—interdisciplinary).  
Research Supervisor for C. Nguyen (2015), C. Colantonio (2015-2016), D. Kanaan (2016-2017), S. Stoeckel (2017), A. Malachowski (2018), Z. Brubaker (2019), K. Melli (2019), M. Hadee (2019), J. Harris (2019).

### Community

Precinct Polling Clerk, Orange County Supervisor of Elections, 2016-Present.  
Treasurer, Cypress Lakes Community Association, 2015-2017.  
Vice President, KU Alumni Association—Orlando Network, 2015-Present.

### Professional Affiliations

American Society of Public Administration (2014-2019)  
Section on Public Performance and Management  
Past Chair, 2019-2021  
Chair, 2017-2019 (established Marc Holzer Public Performance Symposium)  
Co-Chair, Public Performance Conference, 2018  
Chair-Elect, 2016-2017  
Executive Committee Member, 2015-2016  
Section on Public Administration Research, Exec. Comm. Member, 2015-2018  
Central Florida Chapter, Public Official Award Committee, 2019.  
Central Florida Chapter, Graduate Student Outreach Officer, 2015-2016.  
Panel chair, 2017 annual conference  
“Preparing Future Faculty” panelist, 2015 annual conference  
International City/County Management Association (2001-Present)  
Advisory Board on Graduate Education, Member, 2014-Present



**Service (cont.)**

**Professional Affiliations (cont.)**

International City/County Management Association (cont.)  
Conference Planning Committee, Member, 2015-2016  
Panel chair, 2015-2016 annual conferences  
Association for Budgeting and Financial Management (2010-Present)  
Panel chair, 2014-2015 annual conferences  
Public Management Research Association (2011-Present)  
Panel chair, 2017 & 2019 annual conferences  
Government Finance Officers Association (2015-Present)  
Distinguished Budget Presentation Award Reviewer, 2015-Present  
KUCIMAT Alumni Group (2003-Present)  
Manuscript reviews—Public Administration Review, Public Management Review, Journal  
of Public Policy, Public Budgeting & Finance. 2016-Present.  
Book proposal review—Routledge. 2019.

**Professional  
Development**

National Science Foundation Emerging Scholar Visit, UCF, 2017.  
Inter-University Consortium for Political and Social Research Summer Program, 2015.  
Maximum Likelihood Estimation  
Math for Social Scientists II  
Regression III: Advanced Methods  
Online Course Development Seminar, UCF Center for Distributed Learning, 2014.  
Online Teaching Seminar, UCF Center for Distributed Learning, 2014.  
Northern Illinois University Civic Leadership Academy, 2009.  
City of Kansas City (Missouri) Capital Project Management Training, 2005.  
Truman School of Public Affairs Performance Management Seminar, 2005.  
City of Kansas City (Missouri) Human Resources Mgmt. Academy, 2002-2005.

**Selected  
Technical  
Competencies**

R; SPSS; STATA; Instructure Canvas; Qualtrics; Blackboard; Microsoft Office, Project,  
Visio; Survey Monkey; PeopleSoft; Adobe Acrobat, Pagemaker, Photoshop; Macromedia  
Dreamweaver, Contribute; Quark Express; Granicus Web Streaming System.