

# Cleopatra Charles

## **Title and Address:**

Associate Professor  
Rutgers University-Newark  
School of Public Affairs and Administration  
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## **Education**

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Ph.D. Public Policy & Administration, Martin School of Public Policy & Administration,  
University of Kentucky, 2008  
MPA, School of Public Affairs, Baruch College, City University of New York, 2003  
B.A., Weissman School of Arts & Sciences, Baruch College, City University of New York, 2000

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## **Employment History**

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### **Positions Held**

01/2020 – 05/2020 Fulbright Scholar, Charles University, Prague, Czech Republic  
12/2019 – ongoing Founder and Executive Director, Children of Anselm Incorporated, New York, NY  
07/2016-ongoing Associate Professor (with tenure), School of Public Affairs & Administration, Rutgers University, Newark, NJ  
09/2010-06/2016 Assistant Professor, School of Public Affairs & Administration, Rutgers University, Newark, NJ  
06/2011-12/2012 Director, Online Certificate in Government and Nonprofit Financial Management, School of Public Affairs and Administration, Rutgers University, Newark, NJ  
01/2009-08/2010 Postdoctoral Fellow, Robert F. Wagner Graduate School of Public Service, New York University, New York, NY  
08/2005-12/2008 Research Assistant, University of Kentucky, Lexington, KY

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## **Honors and Awards**

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### **Fellowships**

Fulbright U.S. Scholar Grant, Charles University, Prague, Czech Republic, 2019 - 2020  
NYU Postdoctoral and Transition Program for Academic Diversity Fellowship, 2009 - 2010

## **Professional Awards, Grants, and Honors**

Co-Principal Investigator. Rutgers Global Grant Award – Internationalizing the Curriculum (with Stephanie Newbold). Funded by Rutgers Global, 2019 - 2020 (\$10,000)

Co-Principal Investigator. Developing a Panel Dataset on the New Jersey Nonprofit Sector: Advancing New Knowledge and Engaging Nonprofit Community (with Jiahuan Lu and Lindsey McDougale). Funded by Chancellor's Seed Grant Program, Rutgers University-Newark, 2017 - 2018 (\$41,400)

Rutgers Global Travel Grant Award, Funded by Rutgers Global, Summer 2018, (\$500)

Co-Principal Investigator. Scholarly Research in Association Management Grants (with Margaret F. Sloan). Willingness to Donate: Are Membership Dues A Substitute for Donations. Funded by ASAE Foundation, 2017 – 2018 (\$7,500)

ASAE Foundation Travel Award, Institute for Nonprofit Research, Education, and Engagement, 2014 (\$2,500)

Western Social Science Association PFB Section Best Manuscript Award, 2010

Conference travel awards, Martin School of Public Policy & Administration, University of Kentucky, 2007 - 2008 (various amounts)

Pi Alpha Alpha National Honor Society of Public Affairs & Administration, 2002

Mary and Abraham D. Beame Scholarship (for outstanding academic performance), 2002

Kaufmann Entrepreneurial Internship, 2001

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## **Teaching Activities**

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### **Curricular Development - Courses and Programs Developed**

06/2011-12/2012 Establishment of an online certificate program in government and nonprofit financial management

### **Courses Taught**

Financial Management in the Nonprofit Sector, MA, Charles University (Prague, Czech Republic)

Performance Measurement and Evaluation, MA, Charles University (Prague, Czech Republic)

Academic Writing for Doctoral Students, PhD, Charles University (Prague, Czech Republic)

Financial Management for Public, Nonprofit, & Health Organizations, MPA, New York University

Budget Foundations of Public Administration, Undergraduate, Northeast Normal University (Changchun, China)

Public Budgeting Systems, MPA, Northeast Normal University (Changchun, China)

Nonprofit Budgeting, Online/In-Person MPA, Rutgers University

Public Organizations, MPA, Rutgers University

Strategic Planning, MPA, Rutgers University

Government Budgeting and Resource Acquisition, PhD Seminar, Rutgers University

Government and the Nonprofit Sector, Undergraduate, Rutgers University

Public Financial Management, MPA, Rutgers University

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## Publications

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### Chapters in Books or Monographs

1. Yusuf, W., Fowles, J., **Grizzle, C.** and Liu, Gao. (2012). State fiscal constraints on local government borrowing: Effects on scale and cost. In Jonathan Justice, Helisse Levine, and Eric Scorsone (Eds.), *Handbook of fiscal health* (pp. 475-504). Sudbury, Massachusetts, Jones and Bartlett, Learning.
2. **Charles, C.** and R. Brunn. (2010). Beating the odds: Female faculty, students and administrators in schools of public affairs. In Maria J. D'Agostino and Helisse Levine (Eds.), *Women in public administration: Theory and practice* (pp. 239-250). Sudbury, Massachusetts, Jones and Bartlett Learning.

### Articles in Refereed Journals

1. **Charles, C.**, Sloan, M.F. & Butler, J.S. (2021). Capital structure determinants for arts nonprofits. *Nonprofit Management and Leadership*. Article first published online 18 February 2021. <https://doi.org/10.1002/nml.21454>
2. **Charles, C.**, Sloan, M. F. & Schubert, P. (2020). If someone else pays for overhead, do donors still care? *American Review of Public Administration*, 50(4-5): 415-427.
3. Kim, M., **Charles, C.** & Pettijohn, S. (2019). Challenges in the use of performance data in management: Results of a national survey of human service nonprofit organizations. *Public Performance and Management Review*, 42(5): 1085- 1111.
4. **Charles, C.** & Shon, J. (2018). The impact of public debt on state borrowing cost in the US bond market before the great recession. *Journal of Public Budgeting, Accounting and Financial Management*, 30(3): 335-346.
5. **Charles, C.** (2017). Nonprofit arts organizations: Debt ratio does not influence donations; Interest expense does. *American Review of Public Administration*. Article first published online: September 29, 2017 <https://doi.org/10.1177/0275074017724227>
6. Kim, M. & **Charles, C.** (2016). Assessing the strength and weakness of the DataArts Cultural Data Profile in comparison with the NCCS 990 data. *Journal of Public Budgeting, Accounting and Financial Management*, 28(3): 337-360.
7. dos Santos, L. M., Goncalves, M. A. & **Charles, C.** (2016). Does municipal spending on healthcare have any impact on ambulatory care sensitive conditions (ACSC)? An analysis in cities in the state of Minas Gerais. *Revista de Gestao Em Sistemas de Saude-RGSS*, 5(1), 62-75.
8. Sloan, M. F., **Charles, C.** & Kim, M. (2016). Nonprofit leader perceptions of operating reserves and their substitutes. *Nonprofit Management and Leadership*, 26(4): 417-433.
9. **Charles, C.** & Kim, M. (2016). Do donors care about results? An analysis of nonprofit arts and cultural organizations. *Public Performance and Management Review*, 39(4): 864-884.
10. **Grizzle, C.** & Sloan, M. F. (2016). Assessing changing accountability structures created by emerging equity markets in the nonprofit sector. *Public Administration Quarterly*, 40(2): 387-408.
11. Sloan, M. F., **Grizzle, C.** & Kim, M. (2015). What happens on a rainy day? How nonprofit human service organizations create, maintain, and utilize operating reserves. *Journal of Nonprofit Education and Leadership*, 5(3): 190-202.

12. **Grizzle, C. & Yusuf, W.** (2015). Trusting, happy, religious...and giving (Explaining volunteering in the context of Nordic exceptionalism). *Journal of Civil Society*, 11(4): 384-401.
13. **Grizzle, C.** (2015). Efficiency, stability and the decision to give to nonprofit arts and cultural organizations in the United States. *International Journal of Nonprofit and Voluntary Sector Marketing*, 20(3): 226-237.
14. **Grizzle, C., Sloan, M. F. & Kim, M.** (2015). A look at the factors that influence the size of nonprofit operating reserves. *Journal of Public Budgeting, Accounting and Financial Management*, 27(1): 67-99.
15. **Grizzle, C., Stewart, L. M. & Philips, J.** (2015). Rainy day fund adoption in U.S. states: A case of learning or emulation. *International Review of Public Administration*, 20(1): 17-33.
16. **Grizzle, C.** (2015). The determinants of volunteering in Nordic countries: Evidence from the European Values Survey. *International Journal of Public Administration*, 38(5): 364-370.
17. **Beckett-Camarata, J. & Grizzle, C.** (2014). The financial crisis in Harrisburg, Pennsylvania. *Public Finance and Management*, 14 (1): 5-29.
18. **Sloan, M. F. & Grizzle, C.** (2014). Assessing the impact of federal funding on nonprofit program spending. *Public Budgeting and Finance*, 34(2): 44-62.
19. **Grizzle, C.** (2012). Revenue diversification in the states: The credit quality and interest cost impacts. *Municipal Finance Journal*, 33(1): 39-58.
20. **Calabrese, T. & Grizzle, C.** (2012). Debt, donors, and the decision to give. *Journal of Public Budgeting, Accounting and Financial Management*, 24 (2): 221-254.
21. **Grizzle, C.** (2011). For better or for worse: The impact of tax and expenditure limitations on state expenditure. *Journal of Public Budgeting, Accounting and Financial Management*, 23 (1), 26-45.
22. **Grizzle, C.** (2010). The impact of budget stabilization funds on state general obligation bond ratings. *Public Budgeting and Finance*, 30(2): 95–111.

### Articles in Progress

1. **Charles, C.** (2019). Competitive or negotiated? Yes, it still makes a difference. [*Working Paper*]
2. **Sloan, M. F. & Charles, C.** (2019). Willingness to donate: Are membership dues a substitute for donation? [*Working Paper*]
3. **Charles, C., Lu, J. & Lee, C.** (2019). Revisiting overhead aversion: Do donors really care about overhead expenditures? [*Working Paper*]

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### Conference Presentations, Lectures, Demonstrations

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### Invited Addresses

1. Contemporary research in public budgeting and financial management,” Rockefeller College of Public Affairs and Policy, University at Albany, SUNY, Albany, NY, October 24, 2019.

2. "Contemporary research in public budgeting and financial management," Department of Political Science, University of Miami, Miami, FL, October 11, 2019.
3. "The risk of debt in arts nonprofits," Department of Arts Administration, University of Kentucky, Lexington, KY, February 20, 2019.
4. "Nonprofit arts organizations: Debt ratio does not influence donations; Interest expense ratio does," Marxe School of Public and International Affairs, Baruch College, New York, NY, March 17, 2017.
5. "Revenue diversification in the states: The credit quality and interest cost impacts," Public Budgeting Presentation, University of Maryland School of Public Policy, College Park, Maryland, November 14, 2012.
6. "Revenue diversification in the states: The credit quality and interest cost impacts," 2011 - 2012 Speaker Series, University of Connecticut Department of Public Policy, West Hartford, Connecticut, October 5, 2011.
7. "The impact of revenue diversification on state credit quality," SPAA Research Colloquium, Rutgers University - SPAA, Newark, New Jersey, September 21, 2011.
8. "Rainy day funds, credit ratings and borrowing costs: New evidence from state general obligation bonds," 2009 Seminar Series, Baruch College, New York, New York, March 25, 2009.

## **Papers, Abstracts, and Lectures**

### **International**

1. "The impact of overhead costs on donations to human service nonprofits: The controversy with soliciting overhead-free donations," European Research Network on Philanthropy, Basel, Switzerland, July 2019, with Margaret Sloan and Peter Schubert
2. "Revisiting overhead aversion: A meta-analytical review," European Research Network on Philanthropy, Basel, Switzerland, July 2019, with Jiahuan Lu and Cheon Lee
3. "The impact of overhead costs on donations to human service nonprofits: A survey experiment," Conference of the International Society for Third Sector Research, Amsterdam, Netherlands, July 2018, with Margaret Sloan
4. "The impact of debt on nonprofit donations: An analysis of arts and culture-related organizations," Conference of The International Society for Third Sector Research, Stockholm, Sweden, July 2016
5. "Not everything that can be counted counts, and not everything that counts can be counted," Conference of The International Society for Third Sector Research, Muenster, Germany, July 2014
6. "A look at the governance factors that influence the size of nonprofit operating reserves," Conference of The International Society for Third Sector Research, Siena, Italy, July 2012, with Margaret F. Sloan and Mirae Kim
7. "Tax base diversification in the states: The credit quality and interest impacts," International Atlantic Economic Conference, Athens, Greece, March, 2011

## Domestic

1. "Competitive or negotiated? Yes, it still makes a difference," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, September 2019
2. "The risk of debt in arts nonprofits," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action in Grand Rapids, Michigan, November 2017
3. "Organizational debt in arts nonprofit organizations: Testing the dynamic trade-off theory" Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action in Grand Rapids, Michigan, November 2017, with Margaret Sloan
4. "Participatory budgeting in New York City: Illusion of good government or the reality of good government," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October 2017
5. "Current practices of performance management systems and challenges in human service nonprofits," Public Management Research Conference, Washington, DC, June 2017, with Mirae Kim and Sarah Pettijohn
6. "Current practices of performance management systems and challenges in human service nonprofits," Annual Conference of American Society for Public Administration, Atlanta, GA, March 2017, with Mirae Kim
7. "Punctuated expenditures: Comparing budget volatility in manager and mayoral cities," Annual Northeast Conference on Public Administration, Harrisburg, PA, November 2016, with Andrew Ballard
8. "Debunking one myth about nonprofit performance measurement: Nonprofit arts donors do not care about performance results," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Chicago, IL, November 2015, with Mirae Kim
9. "Do financial markets impose a penalty as states increase their debt loads?" Annual Conference of Association for Public Policy Analysis and Management, Miami, FL, November 2015, with Jongmin Shon
10. "Do financial markets impose fiscal discipline on states for deficit finance?" Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October, 2015, with Jongmin Shon
11. "Examining the accuracy of financial measures in the Cultural Data Project," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO, November, 2014, with Mirae Kim
12. "The disconnect between academic understanding of nonprofit operating reserves and nonprofit leader perceptions," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO, November, 2014, with Margaret F. Sloan and Mirae Kim

13. "GASB 68: Can we really divorce accounting from funding?" Annual Conference of Association for Budgeting and Financial Management, Grand Rapids, MI, October, 2014, with Olu Sonola
14. "Credit quality and labor contracts: The hidden cost of furlough Fridays," Annual Conference of Association for Budgeting and Financial Management, Grand Rapids, MI, October, 2014 with Meagan M. Jordan, Olu Sonola and Claire Yun.
15. "Not everything that can be counted counts, and not everything that counts can be counted," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Hartford, CT, November, 2013
16. "The demise of Harrisburg, PA," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October, 2013, with Jane Beckett-Camarata
17. "The demise of Harrisburg, PA," Western Social Science Association PFB Section, Denver, CO, April 2013, with Jane Beckett-Camarata
18. "Do governance decisions impact organizational financial preparedness," Annual Conference of Association for Budgeting and Financial Management, New York, NY, October, 2012, with Margaret F. Sloan and Mirae Kim
19. "Fiscal policy adoptions as policy innovations: The case of rainy day funds," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October, 2011, with LaShonda Stewart and Jeremy Philips
20. "Innovation and diffusion of rainy day fund adoption in the states," Annual Northeast Conference on Public Administration, New York, NY, October, 2011, with LaShonda Stewart and Jeremy Philips
21. "A look at the factors that influence the size of nonprofit operating reserves," Annual Conference of Association for Research on Nonprofit Organizations and Voluntary Action, Toronto, Canada, November, 2011, with Margaret F. Sloan and Mirae Kim
22. "Debt, donors, and the decision to give," Annual Conference of Western Social Science Association, Reno, NV, April, 2010, with Thad Calabrese
23. "Tax base diversification, revenue volatility, and state borrowing costs: A simultaneous model approach," Annual Conference of Association for Budgeting and Financial Management, Omaha, NE, October, 2010
24. "Tax base diversification, revenue volatility, and state borrowing costs: The case of New Jersey," First Annual Northeast Conference on Public Administration, Newark, NJ, October 2010
25. "Rainy day funds, credit ratings and borrowing costs: How states can weather the storm," Annual Southeastern Conference for Public Administration, Louisville, KY, October 2009
26. "The impact of tax and expenditure limitation stringency on fiscal stability: Empirical evidence from state governments," Annual Conference of Association for Budgeting and Financial Management, Washington, DC, September 2009
27. "The effect of the use of multiple debt policy elements on public authority use and indebtedness" Discussion Circle Annual Conference of American Society for Public Administration, Dallas, TX, March 2008

28. "An empirical study of the impact of rainy day funds on state credit ratings," Annual Conference of Association for Budgeting and Financial Management, Chicago, IL, October 2008
29. "Tax and expenditure limitations: The dance of a wounded fiscal institution," Annual Conference of Association for Public Policy Analysis and Management, Los Angeles, CA, November 2008
30. "Can donors detect lemons? Quality uncertainty in the nonprofit sector," Annual Southeastern Conference for Public Administration, Nashville, TN, September, 2007
31. "Alumni donations and college athletics: Does it pay to play?" Annual Conference of Association for Budgeting and Financial Management, Washington, DC, October 2007

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## **Organizing and Chairing Activities**

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### **Participation in Organizing or Chairing Conferences, Workshops, and Organizations**

- 07/2018 – 07/2018 Panel Organizer/Chair/Discussant “Challenges and Opportunities of Advocacy by NGOs and Nonprofits,” Conference of the International Society for Third Sector Research, Amsterdam, Netherlands, July 2018.
- 10/2012-10/2012 Panel Organizer/Chair/Discussant "Nonprofit Financial Management: Challenges, Concerns and Strategies," Association for Budgeting and Financial Management Annual Conference, New York, NY, October 2012.
- 11/2010-11/2010 Panel Chair " Current Policy Issues in Municipal Credit Markets," Association for Public Policy Analysis and Management Annual Conference, Washington DC, November 2010.
- 09/2009-09/2009 Panel Chair/Discussant "Capital Budgeting," Association for Budgeting and Financial Management Annual Conference, Washington DC, September 2009.

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## **Service**

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### **Service to Rutgers University**

- 09/2018 – ongoing Committee Member, Roper Scholarship in Civic Responsibility, School of Public Affairs and Administration, Rutgers University, Newark Campus
- 09/2018 – ongoing Member, BA Committee, School of Public Affairs and Administration, Rutgers University, Newark Campus
- 09/2015 – ongoing Member, PhD Executive Committee, School of Public Affairs and Administration, Rutgers University Newark Campus
- 01/2017 – 06/2017 Member, Faculty Compensation Program Committee, School of Public Affairs and Administration, Rutgers University Newark Campus
- 01/2017- ongoing Member Non-Tenure Track Faculty Evaluation Committee, School of Public Affairs and Administration, Rutgers University Newark Campus
- 02/2016 – 12/2016 Member, SPAA Dean Search Committee, Rutgers University Newark Campus
- 01/2016 – 06/2016 Member, Public Budgeting Faculty Search Committee, School of Public Affairs and Administration, Rutgers University Newark Campus
- 12/2015 – 06/2017 Member, Chancellor’s Commission on Diversity and Transformation, Rutgers University Newark Campus
- 09/2015 – 12/2015 Member, Public Management Faculty Search Committee, School of Public Affairs and Administration, Rutgers University Newark Campus



11/2014-05/2017 Member, Budget and Finance Standing Committee, Rutgers University Senate  
11/2014- 05/2017 Faculty Senator representing School of Public Affairs and Administration, Rutgers University, Newark, NJ  
09/2013-12/2013 Member, Nonprofit Management Faculty Search Committee, School of Public Affairs and Administration, Rutgers University Newark Campus  
09/2012-08/2013 Chair, MPA Curriculum Sub-committee, School of Public Affairs and Administration, Rutgers University Newark Campus  
06/2011-12/2012 Director, Online Certificate in Government and Nonprofit Financial Management, School of Public Affairs and Administration, Rutgers University Newark Campus  
09/2010-06/2015 Member, MPA Executive Committee, School of Public Affairs and Administration, Rutgers University Newark Campus

### **Contributions to the Advancement of the Academic Profession**

Book Review Editor - *The American Review of Public Administration*, March 2021 – ongoing  
Technical Reviewer (Public Administration) – AY2020-2021 Fulbright Egyptian Scholar Program  
Panel Reviewer – 79<sup>TH</sup> Annual Meeting of the Academy of Management (AoM)  
FY 2019 Research Grant Panelist – The National Endowment for the Arts (NEA)  
Editorial Board Member – *Nonprofit Management and Leadership*, January 2017 – ongoing  
Editorial Board Member – *The American Review of Public Administration*, April 2018 – ongoing  
Team Member – *ISTR Emerging Scholar Dissertation Award Team*, April 2018 – July 2018  
Mentor – *ISTR Pilot Mentoring Program* (Mentee: Peter Schubert, Hamburg University, Germany), June 2018 – June 2019

Manuscript Referee: *Nonprofit and Voluntary Sector Quarterly*, *Public Finance Review*, *American Review of Public Administration*, *Public Budgeting and Finance*, *National Tax Journal*, *Nonprofit Management and Leadership*, *Public Performance and Management Review*, *Journal of Public Budgeting, Accounting and Financial Management*, *Public Administration Review*, *Review of Public Personnel Administration*

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### **Students Supervised**

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#### **Master's or Doctoral Students by Type of Supervision**

Ongoing: Raymond Ortiz II, Dissertation Chair, School of Public Affairs and Administration, Rutgers University-Newark

Ongoing: Hanjin Mao, Dissertation Chair, School of Public Affairs and Administration, Rutgers University-Newark

2019: Chengxin Xu, Dissertation Committee Member, School of Public Affairs and Administration, Rutgers University-Newark

2018: Olu Sonola, Dissertation Chair, School of Public Affairs and Administration, Rutgers University-Newark

2014: Mirae Kim, Dissertation Committee Member, School of Public Affairs and Administration, Rutgers University-Newark

### **Students Supervised for Independent Studies**

Spring 2021 Independent Study Raymond Ortiz II (PhD)

Spring 2016 Independent Study Andrew Ballard (PhD)

Spring 2016 Independent Study Monique Jn-Marie (PhD)

Fall 2015 Independent Study Amber Williams (PhD)

Summer 2015 Independent Study Olu Sonola (PhD)

Spring 2013 Independent Study Aileen Wolffe (Undergraduate)

Fall 2011 Independent Study Mirae Kim (PhD)

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### **Media Coverage**

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Segedin, Andy. "Arts Donors Not Impressed by Organizational Efficiency." *The Nonprofit Times*, September 13, 2016 (<http://www.thenonprofittimes.com/news-articles/arts-donors-not-impressed-organizational-efficiency/>)

McCambridge, Ruth. "Study of Arts Nonprofits Shows Donations Drop as Audience Numbers Rise." *Nonprofit Quarterly*, September 8, 2016 (<https://nonprofitquarterly.org/2016/09/08/study-of-arts-nonprofits-shows-donations-drop-as-audience-numbers-rise/>)

Burns, Mike. "Nonprofit Boards and Accountability #NonprofitBoards." *Nonprofit Board Crisis*, September 8, 2016 (<http://nonprofitboardcrisis.typepad.com/mbblog/2016/09/nonprofit-boards-and-accountability-nonprofitboards.html>)

"For Arts Nonprofits, Attendance at Events Unlikely to Influence Donors." *Philanthropy New York*, September 9, 2016 (<https://philanthropynewyork.org/news/arts-nonprofits-attendance-events-unlikely-influence-donors>)