

**JENNIFER J. SHEA, Ph.D.**

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**EDUCATION**

**University of Massachusetts Boston**

**Boston, MA**

Ph.D., Public Policy, John W. McCormack Graduate School of Policy Studies, 2008  
Dissertation Title: “Inside the Black Box of Devolution: A Model for Devolved Governance through the Community-Integrated Intermediary: The Case of the Compassion Capital Fund and the Field of High Risk Youth Services in Boston”  
Master of Science, Public Policy, John W. McCormack Graduate School of Policy Studies, 2006  
Years attended: 2003 – 2008

**University of Denver**

**Denver, CO**

Master of Arts, Graduate School of International Studies, 1996  
Thesis: “Political Culture and the Legacy of Communism: Obstacles to Liberal Democracy in Romania”  
Concentrations: Comparative Politics, International Development and Human Rights  
Years attended: 1994 – 1996

**Colgate University**

**Hamilton, NY**

Bachelor of Arts, International Relations, 1991  
Years attended: 1987 – 1991

**PROFESSIONAL POSITIONS**

San Francisco State University, San Francisco, CA (August 2008 – present)

- Associate Professor, Public Administration Program (July 2014 – present)
- Associate Director, School of Public Affairs & Civic Engagement (January 2016 – December 2018)
- Assistant Professor, Department of Public Administration (August 2008 – July 2014)

Program Manager, Share Our Strength, Boston, MA (November 1999 – August 2003)

Temporary Press Officer and Consultant, Oxfam America, Boston, MA (June – November 1999)

Visiting Lecturer, Civic Education Project, Tbilisi State University, Tbilisi, Republic of Georgia (September 1998 – May 1999)

Program Associate and Program Manager, InterAction, Washington, DC (September 1996 – August 1998)

Consultant, CARE Foundation, Denver, CO, Consultant (June 1995 – August 1996)

Instructor, 3D Language Services, Prague, Czech Republic (September 1993 – May 1994)

Staff Assistant, Chemical Manufacturers Association, Washington, DC (August 1991 – July 1993)

## **COURSES TAUGHT**

### **San Francisco State University, San Francisco, CA**

- Willie Brown Internship Seminar (AU 600). Spring 2018, Fall 2018, Fall 2019, Spring 2020.

#### **Public Administration Program**

- Administration of Nonprofit Organizations. Fall 2009, Fall 2010, Spring 2012.
- Capstone Course in Public Administration. Fall 2014, Spring 2015, Fall 2015, Spring 2020.
- Comparative Perspectives in Public Service. Spring 2014.
- Developing Nonprofit Resources. Fall 2008, Spring 2009, Fall 2010.
- Leadership for the Public and Nonprofit Sectors. Fall 2008, Spring 2010, Fall 2011.
- Leading Change Across Sectors. Fall 2013.
- Managing NGOs in an International Context. Spring 2009, Fall 2010, Spring 2013.
- Nonprofits, Public Policy & Society. Spring 2009, Fall 2009, Spring 2011, Spring 2013, Fall 2014.
- Organizational Design & Change Management. Summer 2016.
- Organizational Learning & Nonprofit Management. Spring 2014, Fall 2015.
- Perspectives on Nonprofit Management. Fall 2013, Spring 2015.
- Policy Making & Implementation. Fall 2009.
- Policy Process & Civic Engagement. Spring 2018, Fall 2019.
- Public Affairs Internship Seminar. Spring 2010, Fall 2010, Spring 2011, Fall 2011, Spring 2012, Spring 2013, Spring 2014, Fall 2015, Spring 2016, Fall 2016, Spring 2017, Fall 2017.
- Research Methods & Data Analysis for Public Administration I. Spring 2010, Spring 2011, Fall 2011.

#### **College of Extended Learning**

- Introduction to the Nonprofit Sector. Fall 2009, Spring 2010, Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012, Spring 2013, Fall 2013, Spring 2014, Fall 2014, Spring 2015, Fall 2016, Spring 2016, Fall 2016, Spring 2017, Fall 2017.
- Volunteer Management: from Bags to Board Stuffers. Fall 2009, Spring 2010, Fall 2010, Spring 2011.
- Leadership and Capacity-Building. Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012, Spring 2013, Fall 2013.

### **University of Massachusetts Boston, Boston, MA**

#### **Department of Political Science**

- Comparative Politics of Industrialized Societies. Fall 2006.
- Comparative Politics of Societies in Transition. Fall 2004, Winter 2006.
- Democratic Theory. Fall 2005.
- Government and Politics of the United States. Fall 2006.
- International Relations. Spring 2005.

#### **College of Public and Community Service**

- Value Conflicts in Public and Community Service. Spring 2003.
- Understanding Arguments. Spring 2004, Fall 2004, Spring 2005.
- Policy Debate: Who has a Right to What in the U.S.? Fall 2005.

### **Tufts University, Medford, MA**

#### **Experimental College**

- Citizenship, Rights, and Policy. Spring 2006.

**Tbilisi State University, Tbilisi, Republic of Georgia**

- International Political Economy. Fall 1998 – Spring 1999.
- Introduction to Comparative Politics. Fall 1998 – Spring 1999.
- Introduction to Human Rights. Fall 1998 – Spring 1999.

**SELECT PUBLICATIONS AND PRESENTATIONS****Peer-Reviewed Publications**

2018. The Community Resilience Approach to Disaster Recovery: Strategies Communities Can Use. In Ram A. Cnaan & Carl Milofsky (Eds.), *Handbook of Community Movements and Local Organizations in the 21<sup>st</sup> Century*, pp 371-390. Cham, Switzerland: Springer International Publishing. (invited submission).
2017. Using developmental evaluation as a system of organizational learning: An example from San Francisco. *Evaluation and Program Planning* 65: 84-93. (with Tory Taylor, student co-author).
2017. Implementing Innovation in the Public Sector: San Francisco's Empowered Communities Program. Hubert Project [Multi-Media Case Study]. Available at <https://www.hubertproject.org/>. (with Tory Taylor, student co-author).
2016. Pedagogical Design Factors that Enhance Learning in Hybrid Courses: A Contribution to Design-Based Instructional Theory. *Journal of Public Affairs Education* 22(3): 381-397. (with M. Ernita Joaquin and Janey Q. Wang, co-authors).
2016. Revenue Diversification in Housing Nonprofits: Impact of State Funding Environments. *Nonprofit and Voluntary Sector Quarterly* 45(3): 548-567. (with Janey Q. Wang, co-author).
2015. Hybrid Course Design: Considerations for Promoting Student Engagement and Success. *Journal of Public Affairs Education* 21(4): 539-566 (with M. Ernita Joaquin and Meg Gorzycki, co-authors).
2013. From Traditional to Client-Based in Nonprofit Management Course Design: Reflections on a Recent Course Conversion. *Journal of Public Affairs Education* 19(4): 729 -747. (with Amy Farah Weiss, alumna co-author).
2011. Sustainable Engagement? Reflections on the Development of a Creative University-Community Partnership. *Gateways: International Journal of Community Research and Engagement* [Special Edition: Sustaining Community-University Partnerships] 4: 136-153.
2011. Taking Nonprofit Intermediaries Seriously: A Middle-Range Theory for Implementation Research. *Public Administration Review*. (January/February): 57-66.
2010. To Work More or Not to Work More: Difficult Choices, Complex Decisions for Low-Wage Parents. *Journal of Poverty* 14(3): 245 – 265. (with Randy Albelda, co-author)
2010. Women's Leadership within their Communities. In Karen O'Connor (Ed.), *Gender and Women's Leadership: A Reference Handbook* Volume 1, pp. 41-49. Thousand Oaks, CA: Sage Publications. (with Erin O'Brien, co-author; invited submission)
2009. Welfare Reform. In Jodi O'Brien (Ed.), *Encyclopedia of Gender and Society*, pp. 877-879. Thousand Oaks, CA: Sage Publications. (with Randy Albelda, lead author; invited submission)
2008. Bridging the Gaps Between Earnings and Basic Needs in Massachusetts. *MassBenchmarks* 10 (2): 13-19. (with Randy Albelda, co-author; invited submission)

**Peer-reviewed Conference Presentations**

2019. "From Research to Practice in Nonprofit Finance: Assessing the State of the Field," presented at the Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference, November 21-23, 2019, San Diego, CA.
2019. "Environmental Factors Affecting Nonprofit Financial Health: Evidence from California, 2012- 2015," presented at the Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference, November 21-23, 2019, San Diego, CA. (with Carol Silverman, co-author)
2018. "Public Engagement Methods and Outcomes: Case Evidence from the San Francisco Bay Area," presented at the Urban Affairs Association Annual Conference, April 4-7, 2018.
2016. "Community-Engaged Scholarship: Lessons Learned from an 8-Year Partnership in San Francisco," presented at the Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference, November 16-19, 2016, Washington, DC.
2015. "Calculating the Impact of Mission on Revenue Structure: Insights from the Affordable Housing Subsector," presented at the Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference, November 19-21, 2015, Chicago, IL. (with Janey Q. Wang, co-author).
2014. "Nonprofit Revenue Structure: Taking a Closer Look at Organizational Determinants in the Housing Sector," presented at the Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference, November 20-22, 2014, Denver, CO (with Janey Q. Wang, co-author).
2013. "Taking a Network Perspective on Community Resilience: Theoretical and Methodological Contributions," presented at the Association of Research on Nonprofit Organizations and Voluntary Action Annual Conference, November 21 – 23, 2013, Hartford, CT.
2012. "Revenue Diversification in Housing Nonprofits: Does the State-level Funding Environment Matter?" presented at the Association for Research on Nonprofit Organizations and Voluntary Associations Conference, November 15- 17, Indianapolis, IN (with Janey Wang, co-author).
2011. "Envisioning Resilience: Understanding Community Resilience in San Francisco," presented at The Association of Collegiate Schools of Planning Annual Conference, October 13 - 16, Salt Lake City, Utah.

**Invited Presentations and Panel Participation**

2016. Using Developmental Evaluation to Bridge across Service, Teaching & Scholarship: The Case of the Empowered Communities Program. Poster presented at the College of Health & Social Sciences Showcase, May 5, 2016. (with Tory Taylor).
2012. Managing Mission & Revenue Diversification in Complex Policy and Funding Environments: A Study of Nonprofit Housing Organizations. Research progress report presented at the *Advancing Knowledge Scholars Program Second Scholar Workshop*, November 12- 13, Indianapolis, IN (with Janey Wang, co-investigator).
2012. Intersection Roundtable: The Emergence of Resilience Planning. Roundtable Discussion Panelist. *The Association of Collegiate Schools of Planning Annual Conference*, November 1-4, Cincinnati, OH.

## Research Reports

- 2019, December. *San Francisco's Nonprofit Sector 2019 Final Report*. Prepared for San Francisco's Office of Economic Development. (Principal investigator and lead author)
- 2019, July. *Political Engagement and Learning Assessment Project Final Report*. Prepared for the Institute for Democracy & Higher Education (IDHE) at Tufts University and the SF State Office of the Provost. (Campus co-lead and primary author)
- 2019, May. *Understanding the Roles and Contributions of Graduate Student Work on Student Success at SF State*. Final Report prepared for SF State's Division of Undergraduate Education and Academic Planning and the Graduate Division. (Research team lead and primary author)
- 2016, January. *Resilience Leadership Development Program*. Final Report prepared for Team Rubicon.
- 2014, July. *Community Resilience: Mapping Community Connections*. Final Report prepared for Resilient Diamond Heights.
- 2013, March. *Community Resilience: Mapping Community Connections*. Preliminary Report of Survey Data, prepared for Diamond Heights Disaster Ready Workgroup Executive Steering Committee.
- 2010, October. *Alliance for Strong Inclusive Neighborhoods (ASIN) Stakeholder Assessment Study District 11, San Francisco*. Qualitative data analysis prepared for the Institute for Civic and Community Engagement. (Data analyst and contributing author)

## SELECT AWARDS & FUNDING

### Awards

- 2013 – 2014. Faculty Community Service-Learning (CSL) Award. Institute for Civic and Community Engagement, San Francisco State University.
2012. Presidential Award, San Francisco State University. *Community Resilience: A Methodological Contribution to Measuring Community*. Fall semester pre-tenure research sabbatical.
2012. Alumni Achievements Honoree. University of Massachusetts Boston.

### External Funding

- 2018 – 2019. San Francisco's Nonprofit Sector Study. Funded by the Office of Economic & Workforce Development, City & County of San Francisco (\$44,000). Principal Investigator.
- 2014 - 2016. Team Rubicon Resilience Operations - Resilience Leadership Development Program. Funded by Team Rubicon (\$130,000). Principal Investigator.
- 2011- 2013. *Managing Mission & Revenue Diversification in Complex Policy and Funding Environments: A Study of Nonprofit Housing Organizations*. Funded by the Kresge Foundation's Advancing Knowledge in Human Services Philanthropy and Nonprofit Organizations Project. (\$24,991; October 2011 – September 2013). Co-Principal Investigator with Janey Wang.

### Internal Funding

- 2015-2016. Institute for Civic and Community Engagement (\$8,200). Project Title: Teaching 'Outward Engagement' in the School of Public Affairs and Civic Engagement (co-PI with Liz Brown and Tony Sparks).

2014-2015. Office of Research and Sponsored Programs (\$13,204). Project Title: Community Resilience: Generating Evidence to Inform Scholarship & Practice.

## **SELECT SERVICE TO CAMPUS, PROFESSION AND COMMUNITY**

### **Campus Service**

#### **San Francisco State University**

- Academic Program Review Committee, Fall 2017 - present
- City's University Planning Committee, Spring 2020
- Campus Co-Lead (with Prof. Russell Jeung), Political Engagement & Learning Assessment on Campus: Research to Practice Initiative, January 2018 – May 2020
- Graduate Council, Fall 2016 – Spring 2020
  - Chair, Fall 2017 – Spring 2018
  - Primary Investigator, Understanding the Roles and Contributions of Graduate Student Work on Student Success at SF State, Fall 2018 – Spring 2019
- Professional Development Council, October 2011 – May 2016
  - Chair, Fall 2014 – Spring 2016

#### **College of Health and Social Sciences**

- Member, Research and Professional Development Committee, Fall 2015 – Spring 2017
- Member, CHSS Service Task Force, Fall 2016 – present

#### **School of Public Affairs & Civic Engagement**

- Co-Director, Willie L. Brown, Jr. Fellowship Program, Fall 2018 - present
- Retention, Tenure & Promotion Committee, Fall 2015 – Spring 2020
  - Chair, Fall 2019 – Spring 2020
- Associate Director, January 2016 – December 2018
  - Responsible for organizational development and fundraising priorities for the school, including providing leadership in developing an alumni cultivation program, launching the School's Applied Housing Research Initiative, and enhancing the Willie Brown Fellowship Program.

#### **Public Administration Program**

- Graduate Program Coordinator, July 2015 – December 2018
- Admissions Committee, Spring 2009 - present
- Advisor, Nonprofit Administration Concentration, Fall 2008 – present
- Founding Director, Certificate of Completion Program in Nonprofit Management (offered with College of Extended Learning), Fall 2009 – December 2018

#### **Institute for Civic and Community Engagement, San Francisco State University**

- Member, Community Service Learning Advisory Board, Fall 2013 - present
- Advisory Board Member, Spring 2010 – Spring 2012

### **Professional Memberships and Service**

#### **Association for Research on Nonprofit Organizations and Voluntary Action (2005 – present)**

- Community & Grassroots Association Section (Spring 2011 – present)
  - Leadership Collective, Spring 2011 – Spring 2015; Spring 2020 - present
    - Past President, Spring 2014 – Spring 2015
    - President, Spring 2013 – Spring 2014
- ARNOVA Book Awards Committee
  - Chair, Summer 2012
  - Member, Summer 2011, 2013
- Research Committee Member 2010-2012
- Conference Planning Committee Member 2009 & 2010
- Session Chair, November 2009 & 2010

#### **Manuscript Reviewer**

- *Evaluation and Program Planning*
- *Feminist Economics*
- *Hubert Project*
- *International Journal of Public Administration*
- *Journal of Public Affairs Education*
- *Journal of Public and Nonprofit Affairs*
- *Nonprofit Management & Leadership*
- *Nonprofit & Voluntary Sector Quarterly*
- *Public Administration Review*
- *Sage Publications* (Textbooks)
- *Tamara – Journal for Critical Organizational Inquiry*
- *Urban Studies*

### **Community Service**

#### **Advisor & Consultant, Neighborhood Empowerment Network (NEN), City and County of San Francisco (October 2008 – present)**

- Attend community meetings as needed and develop research/resource protocols to support the work of community groups focused on resilience
- Present work to current/potential funders and other partners
- Resilient Diamond Heights. Conducted social network analysis to support community-led efforts to build resilience.
- Engaged Learning Zone Project Phase I - District 11, San Francisco. Designed interview protocol for baseline data collection, analyzed data, and prepared qualitative data report for the Institute for Civic and Community Engagement.
- Developed organizational documents – including organization chart and concept paper