

# CLEOPATRA CHARLES, PH.D.

---

Associate Professor  
Rutgers University-Newark  
School of Public Affairs and Administration  
111 Washington Street, Room 318  
Newark, NJ 07102  
Email: [cleopatra.charles@gmail.com](mailto:cleopatra.charles@gmail.com)  
Phone: 646-704-2136  
Website: <https://cleopatracharlesphd.com>

---

## EDUCATION

### **Doctor of Philosophy (Ph.D.), Public Policy & Administration**

Martin School of Public Policy & Administration, University of Kentucky, December 2008

### **Master's in Public Administration (MPA)**

Marx School of Public and International Affairs, Baruch College - CUNY, December 2003

### **Bachelor of Arts (B.A.)**

Weissman School of Arts & Sciences, Baruch College - CUNY, December 2000

---

## ACADEMIC POSITIONS AND PROFESSIONAL EXPERIENCE

### **Associate Professor (with tenure)**

Rutgers University, School of Public Affairs and Administration, Newark, New Jersey  
September 2016 – Present

### **Assistant Professor (tenure track)**

Rutgers University, School of Public Affairs and Administration, Newark, New Jersey  
September 2010 – August 2016

### **Director, Online Certificate in Government and Nonprofit Financial Management**

Rutgers University, School of Public Affairs and Administration, Newark, New Jersey  
June 2011 – December 2012

### **Postdoctoral Fellow**

New York University, New York, New York  
January 2009 – August 2010

---

## HONORS AWARDS AND RECOGNITIONS

**Rutgers University – School of Public Affairs and Administration**  
Faculty Teaching Award, 2023

**Fulbright U.S. Scholar Grant**

National University of Public Service, Budapest, Hungary, 2021 – 2022  
Charles University, Prague, Czech Republic, 2019 – 2020

**Western Social Science Association PFB Section Best Manuscript Award, 2010**

---

## GRANTS AND FINANCIAL AWARDS

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 McDougle). 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)

---

## RESEARCH AND SCHOLARLY ACTIVITIES

### Publications

#### ***Books***

1. **Charles C.** & Sloan, M.F. (Forthcoming April 2024, UNC Press). *Financial leadership for the Arts: Sustainable strategies for creative organizations.*

#### ***National and International Refereed Journals***

1. **Charles, C.,** Sloan, M.F. & Butler, J.S. (2021). Capital structure determinants for arts nonprofits. *Nonprofit Management and Leadership*, 31(4): 761-782.
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*, 48(7):659-667.
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.

### ***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.

---

### ***Invited Addresses***

1. **Charles, C.** (2022). Contemporary issues in public financial management. Research presentation delivered at McCormack Graduate School, University of Massachusetts, Boston, MA, June 2, 2022.
2. **Charles, C.** (2022). Fiscal policy response to Covid-19 in the USA. Research presentation delivered at Budapest Public Finance Seminar, Budapest, Hungary, May 19, 2022.
3. **Charles, C.** & Gabor, K. (2022). The Covid-19 pandemic and how the war affects the domestic and international economy. Panel discussion at Ludovika Festival, Open University, Budapest, Hungary, May 6, 2022.

4. Sloan, M.F., **Charles, C.**, & Graham, B. (2022). An explanatory mixed methods test of the impact of membership dues structures and mission orientation on association donations. Research presentation delivered at Masaryk University Economic Seminars (MUES) Research Seminar Series, Brno, Czech Republic, April 25, 2022.
  5. **Charles, C.** (2022). Life, liberty, and the pursuit of debt: A look at America's fiscal future. Research presentation delivered at the Winter Seminar 2022, 21<sup>st</sup> Century Capitalism, National University of Public Service, Budapest, Hungary, February 23, 2022.
  6. **Charles, C.** (2020). Building performance measurements into management of an NGO. Research presentation delivered at NGO Bootcamp, U.S. Embassy, Prague, Czech Republic, April 1, 2020.
  7. **Charles, C.** (2020). Adapting to turbulent times and dealing with adverse circumstances. Research presentation delivered at NGO Bootcamp, U.S. Embassy, Prague, Czech Republic, April 8, 2020.
  8. **Charles, C.** (2020). Everyone is a storyteller. Research presentation delivered at U.S. Embassy, Prague, Czech Republic, April 15, 2020.
  9. **Charles, C.** (2019). Contemporary research in public budgeting and financial management. Research presentation delivered at Rockefeller College of Public Affairs and Policy, University at Albany-SUNY, Albany, NY, October 24, 2019.
  10. **Charles, C.** (2019). Contemporary research in public budgeting and financial management. Research presentation delivered at Department of Political Science, University of Miami, Miami, FL, October 11, 2019.
  11. **Charles, C.** (2019). The risk of debt in arts nonprofits. Research presentation delivered at Department of Arts Administration, University of Kentucky, Lexington, KY, February 20, 2019.
  12. **Charles, C.** (2017). Nonprofit arts organizations: Debt ratio does not influence donations; Interest expense ratio does. Research presentation delivered at Marxe School of Public and International Affairs, Baruch College, New York, NY, March 17, 2017.
  13. **Charles, C.** (2012). Revenue diversification in the states: The credit quality and interest cost impacts. Research presentation delivered at University of Maryland School of Public Policy, College Park, Maryland, November 14, 2012.
  14. **Charles, C.** (2011). Revenue diversification in the states: The credit quality and interest cost impacts. Research presentation delivered at 2011 - 2012 Speaker Series, University of Connecticut Department of Public Policy, West Hartford, Connecticut, October 5, 2011.
  15. **Charles, C.** (2011). The impact of revenue diversification on state credit quality. Research presentation delivered at SPAA Research Colloquium, Rutgers University - SPAA, Newark, New Jersey, September 21, 2011.
  16. **Charles, C.** (2009). Rainy day funds, credit ratings and borrowing costs: New evidence from state general obligation bonds. Research presentation delivered at 2009 Seminar Series, Baruch College, New York, New York, March 25, 2009.
-

## RESEARCH PRESENTATIONS AT REFEREED PROFESSIONAL CONFERENCES

### International Conferences

*European Network on Cultural Management and Policy, 2023*  
*International Leadership Association Conference, 2023*  
*International Research Society in Public Management, 2023*  
*Transatlantic Dialogue 16, 2022*  
*European Research Network on Philanthropy, 2019*  
*International Society for Third Sector Research, 2024, 2018, 2016, 2014, 2012*  
*International Atlantic Economic Conference, 2011*

### Domestic

*Association of Arts Administration Educators, 2024*  
*Association for Budgeting and Financial Management, 2022, 2021, 2019, 2017, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007*  
*Association for Research on Nonprofit Organizations and Voluntary Action, 2021, 2017, 2015, 2014, 2013, 2011*  
*Public Management Research Conference, 2017*  
*American Society for Public Administration, 2017, 2008*  
*Association for Public Policy Analysis and Management, 2015, 2008*  
*Western Social Science Association, 2013, 2010*  
*Northeast Conference on Public Administration, 2016, 2011, 2010*  
*Southeastern Conference for Public Administration, 2009, 2007*

---

## TEACHING AND MENTORSHIP

### **26:834:605: Public Budgeting & Finance**

Level: Graduate; Modality: Hybrid, Online, and In-Person

### **20:834:571: Nonprofit Budgeting**

Level: Graduate; Modality: Online, and In-Person

### **20:834:542: Public Budgeting Systems/Government Budgeting Systems**

Level: Graduate; Modality: Online, and In-Person

### **20:834:543: Public Financial Management**

Level: Graduate; Modality: In-Person

### **40:827:304: Government and the Nonprofit Sector**

Level: Undergraduate; Modality: In-Person

### **20:831:524: Strategic Planning**

Level: Graduate; Modality: In-Person

**20:834:522: Public Organizations**  
Level: Graduate; Modality: In-Person

**40:834:330: Financial Basics for Nonprofit Managers**  
Level: Undergraduate; Modality: In-Person

---

**Courses Taught at New York University, New York, NY**

**P11.1021: Financial Management**  
Level: Graduate; Modality: In-Person

---

**OTHER RESEARCH AND SCHOLARLY ACTIVITIES**

**Invited Manuscript Peer-Reviewer for International & National Refereed Journals**

*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, Municipal Finance Journal*

---

**Editor & Editorial Board Experience for International & National Refereed Journals**

1. **Associate Editor** (2022 – 2024)

International Journal of Public Administration

*International Journal of Public Administration (IJPA) is an international, research-driven, and peer-reviewed publication aimed at exploring the latest developments in public administration, public policy, and management – translating theory for practice and practice into theory. IJPA is a truly global journal in scope, covering developed, emerging and transitional states, nonprofit and nongovernmental organizations, and all areas of public activity. We welcome theoretical, analytical, quantitative, qualitative, empirical, and practitioner-based, as well as individual country-based, region-based, and especially comparative works. Cite-Score: 2.4*

2. **Book Review Editor** (2021 – Present)

American Review of Public Administration

*The American Review of Public Administration (ARPA) is an elite scholarly journal in public administration and public affairs. ARPA's identity lies at the core of the field of public administration, and its quality and reputation have grown in tandem as the journal marked its fiftieth year in 2020. ARPA focuses substantively on public administration broadly defined, publishing scholarship on all aspects of the field, including such traditional areas as organization and management studies, program and performance*

*evaluation, and budgeting and financial management, as well as such emerging areas as network governance, public involvement, and public service motivation. Cite-Score: 4.3*

**3. Editorial Board Member (2018 – Present)**

**American Review of Public Administration**

*The American Review of Public Administration (ARPA) is an elite scholarly journal in public administration and public affairs. ARPA's identity lies at the core of the field of public administration, and its quality and reputation have grown in tandem as the journal marked its fiftieth year in 2020. ARPA focuses substantively on public administration broadly defined, publishing scholarship on all aspects of the field, including such traditional areas as organization and management studies, program and performance evaluation, and budgeting and financial management, as well as such emerging areas as network governance, public involvement, and public service motivation. Cite-Score: 4.3*

**4. Editorial Board Member (2017 – Present)**

**Nonprofit Management and Leadership**

*Nonprofit Management and Leadership (NML) publishes the field's best conceptual advances in understanding management, leadership, or governance of private nonprofit organizations. Each issue of NML offers readers the authoritative insights of top scholars on the common concerns of nonprofit managers, leaders, and boards in all private nonprofit settings, including social services, the arts, education, foundations, community development, religion, and member associations. All research methods and approaches are welcome, so long as authors can articulate substantial advances in knowledge relevant to the field and implications for practice. Cite-Score: 3.3*

---

**Invited External Peer Reviewer for Grant Proposals**

Fulbright Hungary Student Peer Review 2024 – 2025 (Public Administration)

Fulbright U.S. Scholar Peer Review 2023 – 2024; 2024-2025 (Public Administration)

Fulbright Egyptian Student Program 2023-2024 (Accounting)

Fulbright Egyptian Scholar Program – 2020 -2021 (Public Administration)

The National Endowment for the Arts (NEA) - FY 2019 Research Grant Reviewer

---

**Service in Professional Associations**

Mentor – ISTR Mentoring Program (Mentee: Neamat Sidani, Vrije Universiteit Brussel, Belgium), October 2023 – July 2024

Member – Conference Planning Committee, Association of Arts Administration Educators, 2022

Mentor – ISTR Pilot Mentoring Program (Mentee: Peter Schubert, Hamburg University, Germany), June 2018 – June 2019

Panel Reviewer – 79<sup>TH</sup> Annual Meeting of the Academy of Management (AoM), 2019

Team Member – ISTR Emerging Scholar Dissertation Award Team, April 2018 – July 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

Panel Organizer/Chair/Discussant - Nonprofit Financial Management: Challenges, Concerns and Strategies, Association for Budgeting and Financial Management Annual Conference, New York, NY, 2012

Panel Chair - Current Policy Issues in Municipal Credit Markets, Association for Public Policy Analysis and Management Annual Conference, Washington DC, 2010

Panel Chair/Discussant - Capital Budgeting, Association for Budgeting and Financial Management Annual Conference, Washington DC, 2009

---

### **Service to Rutgers University**

Committee Member - Roper Scholarship in Civic Responsibility, School of Public Affairs and Administration, Rutgers University - Newark, 2018 - ongoing

Member - BA Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2018 - ongoing

Member - PhD Executive Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2016 - ongoing

Member - Faculty Compensation Program Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2017

Member - Non-Tenure Track Faculty Evaluation Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2017 - ongoing

Member - SPAA Dean Search Committee, Rutgers University - Newark, 2016

Member - Public Budgeting Faculty Search Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2016

Member - Chancellor's Commission on Diversity and Transformation, Rutgers University - Newark, 2015 - 2017

Member - Public Management Faculty Search Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2015

Member - Budget and Finance Standing Committee, Rutgers University Senate, 2014 - 2017

Faculty Senator (SPAA) - Rutgers University Senate, 2014-2017

Member - Nonprofit Management Faculty Search Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2013

Chair - MPA Curriculum Sub-committee, School of Public Affairs and Administration, Rutgers University - Newark, 2012 - 2013

Director - Online Certificate in Government and Nonprofit Financial Management, School of Public Affairs and Administration, Rutgers University - Newark, 2011 - 2012

Member - MPA Executive Committee, School of Public Affairs and Administration, Rutgers University - Newark, 2010 - 2015

---

## **Students Supervised**

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

2023: Raymond Ortiz II, Dissertation Chair, School of Public Affairs and Administration, Rutgers University-Newark

2023: 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**

Fall 2021 Independent Study Raymond Ortiz II (PhD)

Fall 2021 Independent Study Wendy Nicholson (PhD)

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)

---

## **Media Coverage**

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>)