

MICHAEL S. HAYES, PH.D.

Rutgers University-Camden
Department of Public Policy and Administration
401 Cooper Street Room 302
Camden, NJ 08102

Phone: 856-225-6561
Fax: 856-225-6559
michael.hayes@rutgers.edu
<http://hayes.camden.rutgers.edu/>

Academic Positions

Associate Professor of Public Policy & Administration, Rutgers University-Camden (2021-present)

- Director, MPA Program (2023-present)
- Affiliated Scholar, Center for Urban Research & Education (2014-present)
- Assistant Professor (2014-2020)

Affiliated Scholar, Center for Youth Social Emotional Wellness, RU-New Brunswick (2023-present)

Education

Ph.D. in Public Administration & Policy, American University (2014)
Master's in Public Administration (MPA), American University (2010)
B.A. in Economics and Political Science, Towson University (2008)

Research Interests

Public Budgeting & Finance, Education Finance & Policy, Public Management

Refereed Journal Articles (student co-authors are underlined>)

1. **Hayes, M.S.**, Kandel, P. (2024). High Stakes: A Quantitative Analysis of Local Cannabis Policies and Residential Property Sale Prices in New Jersey. Accepted at *Journal of Policy Studies*.
2. McDonald, B., **Hayes, M.S.**, et al. (2024). Establishing an Agenda for Public Budgeting and Finance Research. *Public Finance Journal*, 1(1): 9-28.
3. **Hayes, M.S.**, Rubin, J., & Zhang, P. (2023). The State Takeover of the Camden City District Schools and Students' Academic Performance: A Descriptive Analysis. *Journal of Urban Affairs*, DOI: 10.1080/07352166.2023.2216886.
4. **Hayes, M.S.**, Liu, J., & Gershenson, S. (2023). Who Refers Whom? The effects of teacher characteristics on disciplinary office referrals. *Economics of Education Review*, 93, 102376.
5. **Hayes, M.S.**, Kandel, P. (2023). Did Fiscal Outcomes and Government Employment Change Differently During the COVID-19 Pandemic by Municipality Socioeconomic Status? Evidence from New Jersey. *Municipal Finance Journal*, 44(2): 55-75.

6. Liu, J., **Hayes, M.S.**, & Gershenson, S. (2022). From referrals to suspensions: New evidence on racial disparities in exclusionary discipline. *Journal of Urban Economics*, 103453.
7. **Hayes, M.S.** (2020). Tax and expenditure limitations, salary reductions, and public employee turnover. *Public Budgeting & Finance*, 40(4): 38-61.
8. **Hayes, M.S.** (2019). Do environmental shocks and budgetary constraints on public organizations increase employee turnover? *Public Finance & Management*, 19(1): 30-65.
9. **Hayes, M.S.**, & Stazyk, E.C. (2019). Mission congruence: To agree or not to agree, and its implications for employee turnover. *Public Personnel Management*, 48(4): 513-534.
10. **Hayes, M.S.**, & Gershenson, S. (2018). Spring or fall annual tests? Implications for value-added models. *Teachers College Record*, September, ID No. 22493.
11. Gershenson, S., & **Hayes, M.S.** (2018). Police shootings, civil unrest, and student achievement: Evidence from Ferguson. *Journal of Economic Geography*, 18(3): 663-685.
12. Gershenson, S., & **Hayes, M.S.** (2018). The implications of summer learning loss for value-added estimates of teacher effectiveness. *Educational Policy*, 32(1): 55-85.
13. Gershenson, S., & **Hayes, M.S.** (2017). The summer learning of exceptional students. *American Journal of Education*, 123(3): 447-473.
14. Brummet, Q., Gershenson, S., & **Hayes, M.S.** (2017). Teachers' grade-level reassignments: Evidence from Michigan. *Educational Policy*, 31(2): 249-271.
15. **Hayes, M.S.**, & Gershenson, S. (2016). Differences in the Difference a Day Makes: Quantile Regression Estimates of the Distribution of Daily Learning Gains. *Economic Letters*, 141: 48-5.
16. **Hayes, M.S.** (2015). The differential effect of the no child left behind act on states' contributions to education funding in states with binding tax and expenditure limitations. *Public Budgeting & Finance*, 35(1): 49-72.
17. Johnston, J., Marlowe, J., Matkin, D., & **Hayes, M.S.** (2011). The impact of local school property tax reductions on city and county revenue decisions: A natural experiment in Kansas. *Public Finance & Management*, 11(2): 181-196.

Other Publications (student co-authors are underlined)

1. **Hayes, M.S.** (2023). The impact of the 2018 revision of New Jersey's school aid formula on school districts' finances and performance. Policy Research Report, New Jersey State Policy Lab. New Brunswick, NJ: Rutgers University.

2. **Hayes, M.S., Kandel, P.** (2022). The determinants and impacts of allowing cannabis businesses: Evidence from New Jersey municipalities. Policy Research Report, New Jersey State Policy Lab. New Brunswick, NJ: Rutgers University.
3. **Hayes, M.S., Zhang, P.** (2022). Vacant commercial property in New Jersey: Causes and solutions. Policy Research Report. New Jersey State Policy Lab. New Brunswick, NJ: Rutgers University.
4. **Hayes, M.S., Zhang, P., & Rubin, J.** (2021). State takeover of Camden schools did not improve student's academic performance. New Jersey Policy Perspective.
5. **Hayes, M.S.** (2020). Are south jersey school districts prepared for the next recession? Policy Research Report. Senator Walter Rand Institute for Public Affairs
6. **Hayes, M.S.** (2018). Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Policy Research Report. Senator Walter Rand Institute for Public Affairs
7. Mullins, D., **Hayes, M.S.**, & Smith C. (2014). The role of local revenue and expenditure limitations in shaping the composition of debt and its implications. *Proceedings of the 105th Annual Conference of Taxation*. Washington, D.C.: National Tax Association

Works in Progress (student co-authors are underlined)

1. **Hayes, M.S.** Examining the 2018 Revision of New Jersey's School Aid Formula and Its Implications for District Finances and Student Achievement. [In Progress]
2. Danley, S., **Hayes, M.S.**, Rosen, J., Robinson, E., Silvasy, S., Mason, T., Rossi, M.G., Fleck, C.J. Equity and Open Enrollment: Lessons from Parental Preferences for Schools in Camden, NJ. [In Progress]

Research Grants

1. Research Grant, 2024-25, *The American Rescue Plan Act (ARPA) and local governments in New Jersey: An Equity Perspective*. New Jersey State Policy Lab (\$20,000). Co-PI: Pengju Zhang.
2. Research Grant, 2023-24, *Understanding Equity through One Camden's Universal School Enrollment*. The Rutgers Equity Alliance for Community Health (\$41,480). Co-PIs: Stephen Danley, Erin Robinson, and Jovanna Rosen.
3. Research Grant, 2023-24, *Equity for Parents: Universal Enrollment*. The Urban Innovation Fund (\$66,572). PI: Stephen Danley.
4. Research Grant, 2022-23, *Examining the 2018 Revision of New Jersey's School Aid Formula and Its Implications for District Finances and Student Achievement*. New Jersey State Policy Lab (\$12,867).

5. Research Grant, 2022, *The Determinants and Impacts of Legalizing Cannabis Businesses: Evidence from New Jersey Municipalities*. New Jersey State Policy Lab (\$11,952).
6. Research Grant, 2021-22, *Vacant Commercial Property in New Jersey: Causes and Solutions*. New Jersey State Policy Lab (\$15,000). Co-PI: Pengju Zhang.
7. Faculty Fellowship, 2019-20, *Are south jersey school districts prepared for the next recession?* Senator Walter Rand Institute for Public Affairs (\$4,000).
8. Faculty Fellowship, 2017-18, *Our piece of the pie: The distribution of state funds to municipalities across N.J. regions*. Senator Walter Rand Institute for Public Affairs (\$4,500).

Research Honors and Awards

- | | |
|---------|--|
| 2017 | Emerging Education Policy Scholar, AEI & Thomas B. Fordham Institute |
| 2014 | Outstanding Graduate Scholarship Award, School of Public Affairs, American University |
| 2013 | Emerging Scholars Award, NASPAA
Neil and Ann Kerwin Dissertation Fellowship (\$15,000)
Runner-up for Best Poster, Association for Budgeting & Financial Management |
| 2012 | Charles H. Levine Ph.D. Student Research Award, American University |
| 2010-14 | American University School of Public Affairs Graduate Fellowship |
| 2009 | John D. Young Memorial Scholarship, American University |

Invited Lectures and Presentations

1. Did Fiscal Outcomes and Government Employment Change Differently During the COVID-19 Pandemic by Municipality Socioeconomic Status? Presentation to the New Jersey League of Municipalities, November 14, 2023.
2. Which New Jersey Middle and High Schools were Positive Outliers During the Pandemic? Preliminary Results from a School Value-Added Model Approach. Presentation to the New Jersey Department of Education, October 3, 2023.
3. The Determinants and Impacts of Legalizing Cannabis Businesses: Evidence from New Jersey Municipalities. Presentation at the New Jersey State House, October 27, 2022.
4. Vacant Commercial Property in New Jersey: Causes and Solutions. Research Presentation to Deputy Chief Policy Advisor and other staff members at the N.J. Governor's Office, January 2, 2022.
5. Are south jersey school districts prepared for the next recessions? Forum, Senator Walter Rand Institute for Public Affairs, May 13, 2020.
6. Tax and expenditure limitations, salary reductions, and public employee turnover. Speaker Series, School of Education, Saint Louis University, February 10, 2020.

7. Tax and expenditure limitations, salary reductions, and public employee turnover. Research Seminar, Department of Political Science, University of Alabama, October 22, 2019.
8. Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Chamber of Commerce of Southern New Jersey, July 10, 2018.
9. Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. New Jersey Health Initiatives Southern Regional Meeting, May 18, 2018.
10. The financial effects of Kansas' tax reform of 2012. SPAA Research Colloquium, School of Public Affairs and Administration, Rutgers University-Newark, April 12, 2018.
11. Our piece of the pie: The distribution of state funds to municipalities across N.J. regions. Forum, Senator Walter Rand Institute for Public Affairs, April 6, 2018.
12. The financial effects of Kansas' tax reform of 2012. Research Seminar, Department of Economics, Towson University, March 22, 2018.

Conference Presentations (co-author presented*)

2024

- *Danley, S., **Hayes, M.S.**, Rosen, J., Robinson, E., Silvasy, S., Mason, T., Rossi, M.G., Fleck, C.J. Equity and Open Enrollment: Lessons from Parental Preferences for Schools in Camden, NJ. Urban Affairs Association (UAA), April 26, 2024, New York, NY.

2023

- **Hayes, M.S.**, The Impact of Eliminating School District Adjustment Aid on District-Level Fiscal and Non-Fiscal Outcomes: Evidence from New Jersey. Association for Public Policy Analysis and Management, November 10, 2023, Atlanta, GA.
- **Hayes, M.S.**, The Impact of Eliminating School District Adjustment Aid on District-Level Fiscal and Non-Fiscal Outcomes: Evidence from New Jersey. Association for Budgeting and Financial Management (ABFM), October 26, 2023, Denver, CO.
- **Hayes, M.S.**, *Kandel, P. The determinants and impacts of allowing cannabis businesses: Evidence from New Jersey municipalities. Urban Affairs Association (UAA), April 27, 2023, Nashville, TN.
- **Hayes, M.S.**, *Liu, J., & Gershenson, S. Who Refers Whom? The effects of teacher characteristics on disciplinary office referrals. Association for Education Finance and Policy (AEFP), March 23, 2023, Denver, CO.

2022

- **Hayes, M.S.**, Kandel, P. The determinants and impacts of allowing cannabis businesses: Evidence from New Jersey municipalities. Association for Budgeting and Financial Management (ABFM), September 23, 2022, Miami, FL.
- *Liu, J., **Hayes, M.S.**, and Gershenson, S. From Referrals to Suspensions: Unpacking the Origins of Racial Disparities in Exclusionary Discipline. Association for Public Policy Analysis and Management (APPAM), March 28, 2022, Austin, TX.

2021

- *Liu, J., **Hayes, M.S.**, and Gershenson, S. From Referrals to Suspensions: Unpacking the Origins of Racial Disparities in Exclusionary Discipline. Society of Labor Economists (SOLE), May 14, 2021, Philadelphia, PA.
- *Liu, J., **Hayes, M.S.**, and Gershenson, S. From Referrals to Suspensions: Unpacking the Origins of Racial Disparities in Exclusionary Discipline. Association for Education Finance and Policy (AEFP), March 17, 2021 [Virtual Conference due to COVID-19].

2020

- **Hayes, M.S.** The Effects of Cutback Management on Juvenile Crime: Evidence from Four-Day School Weeks. Western Social Science Association (WSSA), Public Budgeting Section, April 1-4, 2020, Portland, OR [Cancelled due to COVID-19]
- **Hayes, M.S.** The Financial Effects of Kansas' Tax Reform of 2012. Western Social Science Association (WSSA), Public Budgeting Section, April 1-4, 2020, Portland, OR [Cancelled due to COVID-19]

2019

- **Hayes, M.S.** The Effects of Cutback Management on Juvenile Crime: Evidence from Four-Day School Weeks. Association for Budgeting and Financial Management, September 26-28, 2019, Washington, DC.
- **Hayes, M.S.** Cutback Management following the Great Recession: Is it cost-effective to switch to a Four-Day School Week. Public Management Research Conference, June 11-14, 2019 Chapel Hill, NC.
- **Hayes, M.S.** Cutback Management following the Great Recession: Is it cost-effective to switch to a Four-Day School Week. American Society for Public Administration, March 8-11, 2019 Washington, DC.

2018

- **Hayes, M.S.** Does Switching to a Four-Day School Week Save Money? Evidence from Oklahoma School Districts. Association for Budgeting and Financial Management, October 4-6, 2018, Denver, CO.
- Zhang, P., **Hayes, M.S.**, & Sadovnik, A. State Takeovers and Student Achievement: The Case of Camden Public Schools. Association for Budgeting and Financial Management, October 4-6, 2018, Denver, CO.
- **Hayes, M.S.**, & Gershenson, S. Spring or Fall Annual Tests? Implications for Value-added Models. American Education Research Association, April 13-17, 2018, New York, NY.

2017

- **Hayes, M.S.** The Effect of the New Jersey Superintendent Salary Cap on Superintendent Turnover. Association for Public Policy and Management, November 2-4, 2017, Chicago, IL.
- **Hayes, M.S.** The Effect of the New Jersey Superintendent Salary Cap on Superintendent Turnover. Association for Budgeting and Financial Management, September 28-30, 2017, Washington, DC.

- **Hayes, M.S.** The Effect of a Successful TEL Override on Property Tax Revenue: Evidence from Massachusetts. Association for Budgeting and Financial Management, September 28-30, 2017, Washington, DC.
- **Hayes, M.S.** School Accountability, Levy Slack, and Fiscal Resources. Association for Education Finance and Policy, March 16-18, 2017, Washington, DC.

2016

- **Hayes, M.S.** School Accountability, Levy Slack, and Fiscal Resources. Association for Budgeting and Financial Management, October 6-8, 2016, Seattle, WA.
- **Hayes, M.S.** Effects of School District Income Taxes on Educational Resources and Outcomes. Association for Budgeting and Financial Management, October 6-8, 2016, Seattle, WA.
- Gershenson, S., & **Hayes, M.S.** Short-Run Externalities of Civil Unrest in Ferguson, Missouri. Society for Labor Economists, May 6-7, 2016, Seattle, WA.
- Nguyen-Hoang, P., **Hayes, M.S.** Effect of School District Income Taxes on Property Values: An Unintended Consequence? Association for Education Finance and Policy, March 17-19, 2016, Denver, CO.

2015

- Nguyen-Hoang, P., **Hayes, M.S.** Effect of School District Income Taxes on Property Values: An Unintended Consequence? Association for Public Policy Analysis and Management, November 12-14, 2015, Denver, CO.
- Nguyen-Hoang, P., **Hayes, M.S.** Effect of School District Income Taxes on Property Values: An Unintended Consequence? Association for Budgeting and Financial Management, October 1-3, Washington, DC.
- **Hayes, M.S.**, & Stazyk, E.C. Principals, Goal Setting, and Teacher Turnover. Public Management Research Conference, June 10-13, 2015, Minneapolis, MN.
- Gershenson, S., & **Hayes, M.S.** The Summer Learning of Exceptional Students. Association for Education Finance and Policy, February 26-28, 2015, Washington, DC.

2014

- Gershenson, S., **Hayes, M.S.**, & Vinopal, K. Classroom Determinants of Kindergarten Students' Character Skill Growth. Association for Public Policy Analysis and Management, November 5-8, 2015, Albuquerque, NM.
- **Hayes, M.S.** The Effects of Fiscal Shocks and Budgetary Constraints on the Distribution of State Aid Across School Districts. Association for Budgeting and Financial Management, October 2-4, 2014.
- Gershenson, S., & **Hayes, M.S.** The Implications of Summer Learning Loss for Value-Added Estimates of Teacher Effectiveness. Association for Education Finance and Policy, March 12-14, 2014, San Antonio, TX.
- **Hayes, M.S.**, & Gershenson, S. An Economic Analysis of Summer Learning Loss. Association for Education Finance and Policy, March 12-14, 2014, San Antonio, TX.

2013

- **Hayes, M.S.** Fiscal Shocks, Budgetary Constraints, and Employee Turnover: The Case of NCLB and TELs. National Tax Association, November 21-23, 2013, Tampa Bay, FL.

- **Hayes, M.S.** The Differential Effect of the No Child Left Behind Act on State and Local Education Funding. Network of Schools of Public Policy, Affairs, and Administration, October 15-16, 2013, Washington, DC.
- **Hayes, M.S.** The Differential Effect of the No Child Left Behind Act on State and Local Education Funding. Association for Budgeting and Financial Management, October 3-5, 2013, Washington, DC.
- **Hayes, M.S.** Fiscal Shocks, Budgetary Constraints, and Employee Turnover: The Case of NCLB and TELs. Association for Budgeting and Financial Management, October 3-5, 2013, Washington, DC.

Teaching

Teaching Awards and Fellowships at Rutgers University

- Recipient, Jay A. Sigler Award for Department Professor of the Year (2023-24)
- Recipient, Jay A. Sigler Award for Department Professor of the Year (2020-21)
- Recipient, Chancellor's Award for Teaching Excellence (2019-20)
- Nominee, Chancellor's Award for Teaching Excellence (2018-19)
- Recipient, Open and Affordable Textbook Program Award (2018)
- Recipient, Digital Teaching Fellowship (2017)
- Recipient, Civic Engagement Faculty Fellow (2015)
- Recipient, Jay A. Sigler Award for Department Professor of the Year (2015-16)

Rutgers University-Camden, Dept. of Public Policy & Administration

- 56:824:702 – Quantitative Methods I [PhD Program and MS Program]
- 56:831:535 – Research Methods [EMPA Program]
- 56:834:501 – Foundations of Policy Analysis
- 56:834:515 – Introduction to Public Budgeting and Finance
- 56:834:535 – Research Methods
- 56:834:553 – Financial Management for Public Programs
- 56:834:553 – Financial Management for Public Programs [Summer Online Version]

Doctoral Dissertation Committees at Rutgers University-Camden (dissertation chair*)

- Jaclyn Bradley-Mcfarlane (Current)*
- Zach Chengcheng Yue (Current)*
- Giovi Romero Sarubbi (Current)*
- Prakash Kandel (Current)*
- Yanan Li (Current)
- Doug Zacher (Current)
- Michael D'Italia (Defended 2024)
- Barb Previ (Defended 2024)
- Matthew McCaffrey (Defended 2023)
- Tom Dahan, PhD in Public Affairs (Defended 2019)
- Straso Jovanovski, PhD in Public Affairs (Defended 2019)
- Christopher Wheeler, PhD in Public Affairs (Defended 2017)

Masters and Doctoral Directed Studies

- Lauren Gibson, MPA student (2018)
- Yosmeriz Roman, PhD student (2017)
- Deana Santo, MPA student (2017)
- Keith Burke, MPA student (2015)

Service to the University

Service Awards and Fellowships

- Rutgers Leadership Academy (RLA) Fellow and Graduate, AY 2020-21

University Service

- Faculty Senator, University Senate (AY 2023-24)
- Member, Dissertation Completion Award Committee (AY 2022-23)
- Member, Social Sciences Appointments and Promotion Committee (Fall 2022)
- Member, Committee on Review, College of Arts and Sciences (AY 2021-present)
- Member, Search Committee for Rutgers-Camden Chancellor (AY 2020-21)
- Faculty Senator, College of Arts and Sciences (AY 2016-2018, AY 2019-2020)

Departmental Service

- Chair, Awards and Events Committee (2016- 2021)
 - Committee Member, (2016-present)
 - Faculty Advisor, Local Chapter for Pi Alpha Alpha Honor Society
 - Faculty Advisor, Public Administration Student Association
 - Organizer, Brown Bag Research Seminar Series (2019-2021)
- Chair, MPA Committee (2023- present)
 - Member, MPA Committee (2014 – 2019, 2020-2021)
 - Member, MPA Alumni Advisory Board (2017- present)
 - Academic Advisor for all MPA students (2023-present)
- Member, Public Affairs Committee (2022-2023)
- Observer, Strategic Planning Committee (Fall 2019, Spring 2020)
- Member, PhD Methods Exam Committee (Fall 2015, Fall 2016, Spring 2017, Spring 2019, Fall 2022-present)
- Member, NTT Faculty Review and Promotion Committee (Winter 2019)
- Member, MPA Faculty Search for TT Line (Fall 2018, Fall 2023)
- Member, MPA Faculty Search for NTT Line (Summer 2018, Summer 2023)
- Member, Website Committee (2014 – 2016)

Ad hoc Service

- Grant Reviewer, South Jersey Institute for Population Health (Fall 2022, Fall 2023)
- Facilitator, South Jersey Institute for Population Health (Fall 2022, Fall 2023)

Service to the Discipline

Association for Budgeting & Financial Management

- Member, Curro Student Paper Award Committee (2024)
- Conference Panel Organizer (2016, 2017, 2018)
- Conference Panel Chair and Discussant (2013, 2016, 2018)

Association for Education Finance & Policy

- Conference Panel Discussant (2016)

Association for Public Policy Analysis & Management

- Conference Panel Discussant (2017) and Organizer (2019)

National Tax Association

- Conference Panel Discussant (2017)

Manuscript Reviewer

- *AERA Open, American Educational Research Journal, American Review of Public Administration, Educational Policy, Journal of Public Policy Analysis & Management, Journal of Public Budgeting, Accounting, & Financial Management, Journal of Public and Nonprofit Management, Journal of Public Economics, Journal of Research on Educational Effectiveness, Journal of Urban Affairs, Public Administration, Public Administration Review, Public Budgeting & Finance, Public Finance and Management, Public Personnel Management, Public Performance & Management, Oxford Press, Rebus Community Press, Sociology of Education.*

Current Memberships

- American Education Research Association (AERA)
- American Society for Public Administration (ASPA)
- Association for Budgeting and Financial Management (ABFM)
- Association for Education Finance and Policy (AEFP)
- Association for Public Policy Analysis and Management (APPAM)
- National Tax Association (NTA)
- Public Management Research Association (PMRA)

Service to the Community

Advisory Boards

- Member, Clayton Model/Child Connection Center Evaluation, Senator Walter Rand Institute for Public Affairs, Rutgers University (2020-present).
- Member, Project Team, Rutgers University Crime Lab Unit (2020-present).

Public Testimony, Expert Witness, or Other Related Public Service

- Created a NJ municipality-level dataset for the New Jersey State Librarian and the New Jersey State Library to be used to identify “in-need” municipalities in the state, June 30, 2021.

- Delivered written testimony on NJ Assembly Bill No. 4175 for the Assembly Budget Committee, Trenton, NJ, June 1, 2020.

Public Interviews for State and Local Media Outlets

- Ashbury Press, CBS Local KYW-AM, NBC-10 Philadelphia, NJ Spotlight, NJTV News, New Jersey 101.5, Press of Atlantic City, South Jersey Business Magazine, Star-Ledger, Telemundo 62 Philadelphia, WHYY News

Speaker

- Greater Atlantic City Chamber, July 2024
- New Jersey State Policy Lab, July 2022, 2023, and 2024
- Senator Walter Rand Institute for Public Affairs, May 2020
- Bergen County Association of School Administrators, February 2019
- Center for Urban Research and Education, December 2018
- Office of the Deputy State Librarian, July 2018
- South NJ Chamber of Commerce, July 2018
- New Jersey Health Initiatives Southern Meeting, May 2018
- Senator Walter Rand Institute for Public Affairs, April 2018
- Trinity Daytime Men’s Group, April 2017

Professional Experience

American University Research Assistant, School of Public Affairs	Washington, DC 2010-2014
National Association of State Budget Officers Research Analyst	Washington, DC 2011
U.S. Department of Housing and Urban Development Program Analyst, Office of Policy Research and Development	Washington, DC 2009-2011
U.S. Census Bureau Program Analyst, Office of Statistical Methods	Suitland, MD 2008-2009