

Marcus D. Mauldin
7229 Goldenrod Court
Ooltewah, TN 37363
Cell: (850) 559-0192
E-mail: marcus-mauldin@utc.edu

EDUCATION

Ph.D., The Florida State University, Askew School of Public Administration and Policy, 2005.

Dissertation Title: “The Diffusion and Reinvention of a Spatially-Targeted Economic Development Program in Florida: Contextual Influences on the Adoption of Enterprise Zones, Policy Tools, and State Authorized Local Incentives by Urban Governments”

Major Professor: Dr. Lance deHaven-Smith
Committee Members: Dr. Frances Berry
Dr. Richard Feiock
Dr. Patrice Iatarola

M.P.A., The University of Alabama at Birmingham, Department of Government and Public Service, 1999.

B.A., The University of Alabama, College of Arts and Sciences, Department of Psychology, 1996.

INSTRUCTIONAL EXPERIENCE

Associate Professor, The University of Tennessee at Chattanooga Department of Political Science, Public Administration and Nonprofit Management

Undergraduate courses taught:

Introduction to Public Policy
American Public Policy
Introduction to Public Administration
Introduction to Public Administration and Nonprofit Management
Financial Management in Public Organizations
Public Management
Urban Policy
Advanced Topics in Political Science: Government Enterprises
Advanced Topics in Political Science: Science Policy
Advanced Topics in Public Policy: Policy Informatics

Graduate courses taught:

Budgeting and Finance in Public Agencies
State and Local Economic Development
Community Building
Applied Financial Management
Special Topics in Public Administration: Information Management in Public Organizations

Adjunct Professor, The Florida State University Askew School of Public Administration and Policy

Undergraduate course taught:

Public Administration in Society – Spring 2008

Visiting Instructor, The Florida State University College of Education

Graduate courses taught:

Introduction to Policy Studies in Education – Summer 2007

Graduate Teaching Assistant, The Florida State University Askew School of Public Administration and Policy

Undergraduate courses taught:

American Public Service – Fall 2004; Spring 2005; Fall 2005

PROFESSIONAL EXPERIENCE

Assistant Dean of Graduate Studies

The University of Tennessee at Chattanooga College of Arts and Sciences

August 2014-Present

Director

The Florida Department of Education Office of Research and Evaluation

Tallahassee, Florida

July 2007 – July 2008

Directed the overall design, development, validation, and implementation of a comprehensive research and evaluation system that includes federal and state programs; Planned for the development and publication of research reports; Conducted bill and policy analyses; Directed the activities of staff members with regard to planning, prioritizing, scheduling, and implementation of activities; Served as a representative for work groups related to information resource management, integrated agency data systems, research and evaluation

Educational Policy Development Director

The Florida Department of Education Office of Evaluation and Reporting

Tallahassee, Florida

January 2007 – July 2007

Identified, planned, and conducted evaluation studies relevant to student achievement; Prepared policy analyses, reports, and evaluations on the status of specific education programs

Senior Legislative Analyst

The Florida Legislature's Office of Program Policy Analysis and Government Accountability
Tallahassee, Florida

1999 – 2006

Planned and conducted research tasks; Analyzed state program policies; Collected and analyzed data on program operations; Evaluated state programs; Researched laws and professional literature; Drafted reports that presented study findings; Assessed agency performance; Interviewed agency and legislative staff; Mentored interns and new analysts

Finance/Risk Management Intern

Jefferson County Commission

Birmingham, Alabama

1999

Analyzed and assessed general liability and automobile claims presented for and against Jefferson County; Conducted geographical analysis of specified general liability claims; Performed content depreciation analyses of damaged property; Performed fixed asset inventories

Planning Intern

United Way of Central Alabama

Birmingham, Alabama

1998 – 1999

Conducted community-based research to submit with grant applications; Assisted in budget development for proposed projects; Performed statistical analyses of survey data

Subrogation Specialist

The Infinity Group

Birmingham, Alabama

1996 – 1998

Investigated automobile property damage claims; Researched state property and casualty insurance laws; Constructed and maintained active client files; Contacted and negotiated settlements with adverse parties; Analyzed data to determine proper processing and recording; Maintained financial records

PUBLICATIONS

Mauldin, M.D. (2013). Use of Community-Based Organizations to Advance Urban Revitalization Policy: The Case of the Front Porch Florida Initiative. *Journal of Public Management & Social Policy*, 19 (2), pp. 180-188.

Mauldin, M.D. (2012). A New Governance Explanation for the Creation of a Minority Economic Development Program in Florida. *Public Performance & Management Review*, 35 (4), pp. 679-695.

Mauldin, M.D. (2005). "Welfare Rights and the U.S. Supreme Court" in David Schultz (ed) *Encyclopedia of the Supreme Court*. New York: Facts on File, Inc.

WORKS IN PROGRESS

Rational/Technocratic Explanations of Performance Agreement Use as a Condition for Receiving Municipal Economic Development Subsidies

Preparing Students to Meet the Demands of the 21st Century Workforce: The Incorporation of Information Technology in the MPA Curriculum

Open Local Government Data: The New Performance Challenge

Using the Blamers to Avoid Blame: Explaining the Sanford Police Department's and the City of Sanford's Blame Avoidance Strategies in the Trayvon Martin Case with Felicia McGhee.

Accountability in Local Economic Development: Use of Performance Measures and Expected Economic Outcomes

GOVERNMENT REPORTS

Program Reviews

OPPAGA Report: Legislature Should Consider Options for the Role of the Florida Black Business Investment Board, Report No. 07-05, January 2007.

OPPAGA Report: Legislature Should Consider Lessons Learned If It Wishes to Create a New Microenterprise Development Program, Report No. 06-77, December 2006.

Progress Report: OTTED Has Taken Steps to Enhance the Florida Resource Directory, Report No. 06-70, November 2006.

OPPAGA Report: Scripps Funding Corporation Meets State's Statutory and Contractual Requirements, Report No. 06-61, September, 2006.

OPPAGA Report: Users Satisfied with FIRN2: Options Exist for Future Services to Educational Entities, Report No. 06-36, March 2006.

OPPAGA Report: The Legislature Has Several Options for Enhancing Rural Enterprise Zones, Report No. 05-32, May 2005.

OPPAGA Report: Locals Find State Urban Revitalization Programs Useful; More Centralized Program Information Would Be Helpful, Report No. 05-32, May 2005.

Progress Report: VISIT FLORIDA Improving Performance Measures and Expanded Rural Partnership Activities, Report No. 04-82, December 2004.

Information Brief: Florida's Enterprise Zone Program Is Similar to Those of Other States, Report No. 04-24, March 2004.

Special Review: *Enterprise Zone Pilot Project Incentives Not Widely Used, But Progress Made In Revitalizing Project Area*, Report No. 03-64, December 2003.

Progress Report: Department of Transportation Expedites Privatization, But Savings Uncertain; May Be Feasible to Eliminate More Positions, Report No. 03-30, April 2003.

Progress Report: *Legislature Improves Welfare Reform in Florida*, Report No. 02-48, September 2002.

Justification Review: State Veterans Program Meets Most Goals; Savings Seen in Outsourcing Certain Functions, Report No. 01-63, December 2001.

Justification Review: Department of Military Affairs Should Develop Plan to Consolidate Facilities to Save Costs, Report No. 01-59, November 2001.

Management Reviews

Best Financial Management Practices Review of the Hernando County School District, Report No. 03-67, Chapter 10, Food Service Operations, December 2003.

Best Financial Management Practices Review of the Volusia County School District, Report No. 03-59, Chapter 10, Food Service Operations, October 2003. (contract manager)

Best Financial Management Practices Review of the Jefferson County School District, Report No. 03-55, Chapter 10, Food Service Operations, October 2003.

Best Financial Management Practices Review of the Osceola County School District, Report No. 02-45, Chapter 9, Use of State and District Construction Funds, August 2002.

Technical Reports

OPPAGA Report: Research Tool Available for Identifying and Examining Distressed Areas Within Florida, Report No. 05-37, June 2005.

ACADEMIC PRESENTATIONS

Open Local Government Data: The New Performance Challenge. Paper presented at the Public Performance Management and Report Network conference, Newark, New Jersey, September 19, 2014.

Preparing Students to Meet the Demands of the 21st Century Workforce: The Incorporation of Information Technology In the MPA Curriculum. Paper presented at the Northeast Conference on Public Administration, Newark, Delaware – November 1st – 2nd, 2013.

State Use of Community-Based Organizations to Advance Urban Revitalization Policy: The Case of the Front Porch Florida Initiative. Paper presented at the Federal Reserve System Community Development Research Conference, Washington, D.C. – April 11th-12th, 2013.

Financial Sustainability Under Conditions of Economic Uncertainty: The Use of State-Sponsored Local Government Investment Pools. Paper presented at the American Society for Public Administration, New Orleans, LA - March 18, 2013.

State Use of Community-Based Organizations to Advance Urban Revitalization Policy: The Case of the Front Porch Florida Initiative. Paper presented at the American Society for Public Administration annual conference, Las Vegas, NV - March 4, 2012.

Investment of Public Funds in State-Sponsored Local Government Investment Pools. Paper presented at the Southeastern Conference for Public Administration, New Orleans, LA - September 22, 2011.

The Psychology of Retrenchment: State Actions Toward Mitigating Fiscal Stress. Paper presented at the Southeastern Conference for Public Administration, Wilmington, NC - October 12, 2010.

Accountability in Local Economic Development: Use of Performance Measures and Expected Economic Outcomes. Paper presented at the annual meeting of the American Society for Public Administration. San Jose, CA – April 8-12, 2010.

Teacher, Teach Thyself. Roundtable discussion conducted at the Tennessee Political Science Association annual meeting. Nashville, TN - April 3, 2010.

Accountability in Municipal Governments: The Use and Monitoring of Economic Development Performance Agreements. Paper presented at the Public Performance Measurement and Reporting annual Conference. Chattanooga, TN – March 18-19, 2010.

Legislating the Future Workforce: The Innovation and Adoption of STEM Strategic Plans across States. Paper presented at annual meeting of the American Society for Public Administration. Dallas, TX – March 7-11, 2008.

Contextual Influences on the Use of Performance Agreements in Local Government Economic Development. Paper presented at annual meeting of the American Society for Public Administration. Washington, D.C. – March 23-27, 2007.

Accountability in Economic Development Activities: The Use of Evaluative Methods and Eligibility Criteria in the Provision of Incentives. Paper presented at the annual meeting of the Southeast Conference on Public Administration. Athens, GA – September 27-30, 2006.

The Innovation and Adoption of Enterprise Zone Programs in Florida County Governments. Paper presented at the annual meeting of the Florida Political Science Association. Tallahassee, FL – March 12, 2005.

Florida County Adoption of Enterprise Zones: An Event History Analysis. Paper presented at the annual meeting of the Southeast Conference on Public Administration. Charlotte, North Carolina – October 3-5, 2004.

Does Employment in Particular Types of Business Activities Influence Central City Economic Development Outcomes? Presented at the Reubin O'D. Askew School of Public Administration and Policy 2003-2004 Awards Ceremony. January 30, 2004.

Intradistrict Equity of Education Resource Allocation: A Case Study of the Leon County School District. Paper presented at the annual meeting of the Southeast Conference on Public Administration. Savannah, Georgia – October 12-14, 2003.

Alabama's Revenue Shortfalls Indicate Possible Deficiencies in State Education Finance Policy. Presented at the Reubin O'D. Askew School of Public Administration and Policy 2002-2003 Awards Ceremony. February 2003.

PROFESSIONAL PRESENTATIONS

“The Economic Impact of Chattanooga Nonprofits”. A presentation given to the Chattanooga Chamber of Commerce Southside Council, April 3, 2014.

“The Public-Private Partnership: Helping Raleigh and Local Nonprofits Do More with Less”. A workshop delivered at the National Forum of Black Public Administrators, Atlanta, GA April 21, 2013 (moderator) with Angel Wright-Lanier.

“Effective Use of Social Media in Public Organizations”. A workshop delivered to the Southeastern Command and Leadership Academy, The University of Tennessee at Chattanooga, January 2013, March 2014.

“Legislative Oversight of Government Agency Performance”. A presentation made to Akwa Ibom, Nigeria state legislators. August 2009.

“Charter School Student Performance”. A paper presented at the annual Florida Charter School Conference, December 4, 2007, Orlando, FL.

“Critical Evaluation of Florida's Enterprise Zone Program”. A paper presented at the annual conference of the Southeast Evaluation Association, January 18 - 19, 2007, Tallahassee, FL.

Progress Report on VISIT FLORIDA. Presentation to the Florida Legislature's House of Representatives Tourism Committee. Tallahassee, Florida – February 2005.

GRANTS

The University of Tennessee at Chattanooga Faculty Development Grant (2010).
Project: *Accountability in Local Economic Development: Use of Performance Measures and Expected Economic Outcomes.*

The University of Tennessee at Chattanooga Faculty Research Grant (2009).
Project: *Accountability in Municipal Governments: The Use and Monitoring of Economic Development Performance Agreements.*

The Florida State University Office of Graduate Studies Dissertation Research Grant (2005).

The Florida State University Congress of Graduate Students Conference Presentation Grant (2004)

The Florida State University Congress of Graduate Students Conference Presentation Grant (2003)

SERVICE

Gentlemen's Night: Black Men & Education Equity – Invited Panelist (2014)

Office of the Chancellor Director of Community Partnerships Search Committee (2014)

Dean of Students Associate Dean of Students Search Committee (2014)

Department of Political Science, Public Administration & Nonprofit Management Visiting Professor Search Committee Chairperson (2014)

The University of Tennessee at Chattanooga Graduate Council (2012-2014)

The University of Tennessee at Chattanooga Graduate Council Curriculum Committee Chair (2013)

The University of Tennessee at Chattanooga Faculty Senate Athletics Committee (2013)

Oxford University Press Book Reviewer - *Writing Public Policy: A Practical Guide to Communicating in the Policy Making Process* (2013)

Congressional Quarterly Book Reviewer - *Public Policy: Politics, Analysis and Alternatives* (2013)

City of Chattanooga Office of Internal Audit - Data analysis consultant (2013)

Freshman and Transfer Student Orientation Advisor (2013, 2014)

Graduate Council Appeals Committee (2013)

Department of Political Science, Public Administration & Nonprofit Management Webmaster (2013)

Department of Political Science, Public Administration & Nonprofit Management Chair Search Committee (2013)

Government Finance Officers Association Local Government Performance Management Research Reviewer (2013)

Federal Reserve Bank of Atlanta - Interviewee for study on the impact of gasoline prices on low- and moderate-income households and communities (2012)

The University of Tennessee at Chattanooga Opportunity Graduate Assistant Faculty Mentor (2010-2012)

The Kappa Foundation of Chattanooga - Board Member (2011 - Present)

The University of Tennessee at Chattanooga Department of Financial Aid, Financial Aid Advisor Search Committee (2011)

The University of Tennessee at Chattanooga Department of Athletics, Mocs Club Assistant Director Search Committee (2011)

The University of Tennessee at Chattanooga Faculty Senate Budget and Economic Status Committee (2010-2013)

The University of Tennessee at Chattanooga Office of Equity and Diversity Advisory Committee (2010-Present)

Association of Budgeting and Financial Management's NASPAA Budget & Finance Competencies Project Local Government Working Group, (2011)

The University of Tennessee at Chattanooga General Education Shared Learning Outcomes Subcommittee (2010)

Oxford University Press Book Reviewer- Budgeting: *Politics and Power* (2011)

Southeast Tennessee Health Consortium – Survey data analyst grant writer (2011 - Present)

Hamilton County Department of Health/StepONE - Policy Workshop Facilitator (2011)

The University of Tennessee System and Tennessee Board of Regents Meeting on Universal Transfer Paths (2010)

The University of Tennessee at Chattanooga Department of Political Science, Public Administration and Nonprofit Management Public Administration and Nonprofit Management Curriculum Revision Committee (2010)

The University of Tennessee at Chattanooga Shared Learning Outcomes Subcommittee (2010)

American Society For Public Administration - Book Reviewer (2008)

Honors and Awards

Innovations in Teaching Award, Tennessee Political Science Association, with Karen Adsit, Deborah Arfken, David Edwards, Christopher Horne, and Stephanie Bellar (2010)

Reuben O'D. Askew School of Public Administration Doctoral Research Poster Competition Honorable Mention (2003)

Pi Alpha Alpha Honor Society (1999)

Outstanding HUD Fellow, The University of Alabama at Birmingham (1999)

Conference of Minority Public Administrators Travel Grant (1999)

U.S. Department of Housing and Urban Development Fellowship (1998-1999)

PROFESSIONAL AFFILIATIONS

American Society for Public Administration
Association for Budgeting & Financial Management