**EDUCATION**

2019: Doctor of Philosophy in Public Administration, North Carolina State University, Raleigh, NC

2016: Master of Public Administration, North Carolina State University, Raleigh, NC

2014: Bachelor of Arts, Psychology, North Carolina State University, Raleigh, NC

2009: Bachelor of Arts, Business Administration, Strayer University

**FIELDS OF WORK**

Nonprofit Management and Local Government Collaborations

Community Engagement and Public Participation

Public Management

Mixed Methods Research and Data Analytics

**PUBLICATIONS**

***Peer Reviewed Book Chapters***

Kuzma, J. & **Williams, T.** (2023) “Public Inclusion and Responsiveness in Governance of Genetically Engineered Animals.” In Democratizing Risk Governance: Bridging Science, Expertise, Deliberation and Public Values, ed. Monica Gattinger. Cham: Springer International Publishing, 191–216.

Beck, M., Ahmed, R., Douglas, H., Driedger, M., Gattinger, Simon, J. , M., Kuzma, J., Larkin, P., O’Doherty, K., Perrella, A., **Williams, T.,** & Wolbring, G. (2023) Motivated Reasoning and Risk Governance: What Risk Scholars and Practitioners Need to Know In Democratizing Risk Governance: Bridging Science, Expertise, Deliberation and Public Values, ed. Monica Gattinger. Cham: Springer International Publishing, 191–216.

***Peer Reviewed***

Coupet, J., **Williams, T.** and Dickens, A. 2024. “A Transaction Cost Approach to Policy-Mandated Collaborations: Evidence from North Carolina.” *Human Service Organizations: Management, Leadership & Governance*: 1–20.

Jäderholm, C., and **Williams, T.** 2024. “Comprehensive Perinatal Substance Use Disorder Intervention—A Window of Opportunity to Prevent Child Maltreatment Equitably.” *JAMA Network Open* 7(7): e2420524.

Berrett, J., **Williams, T**., Minkowitz, H., Lahoud, A. (2022) The Iron Triangle of Affordable Homeownership: Habitat for Humanity Affiliate Strategies for Balancing Efficiency, Effectiveness, and Equity. *American Review of Public Administration*, *52*(8), 573-585.

**Williams, T**. & Kuzma, J. (2022) Narrative Policy Framework at the Macro Level—Cultural Theory-Based Beliefs, Science-Based Narrative Strategies. *Public Policy and Administration,* *37*(4), 480-515.

**Williams, T.,** McCall, J., Berner, M., Brown-Graham, A. (2022). Beyond bridging and bonding: The role of social capital in organizations. Community Development Journal, 57(4), 769-792.

**Williams, T.** (2021)Restructuring Deliberation using a Cultural Theory Lens*.* *Hastings Center Report*.

Coupet, J., Albrecht, K., **Williams, T.** & Farruggia, S. (2019) “Collaborative Value in Public and Nonprofit Strategic Alliances: Evidence from Transition Coaching.” *Administration & Society*. 52(3), 405-430.

Grimmett, M. A., Dunbar, A. S., **Williams, T**., Clark, C., Prioleau, B., & Miller, J. S. (2016). The Process and Implications of Diagnosing Oppositional Defiant Disorder in African American Males. *The Professional Counselor*, *6*(2), 147.

***Applied Research***

**Williams, T.** (2022) *Centered Managed Solutions Focus Group Summary Report.* Center for North Carolina Nonprofits. Raleigh, NC.

**Williams, T.** & Kern, C. (2022) *Examining the Collaborative Approach to the Treatment of Pregnant Women with Substance Use Disorders.* School of Government, University of North Carolina at Chapel Hill Report

**Williams, T.** McCall, J.Berner, M. & Brown-Graham, A.(2021) *Community Development Organizations Capacity to Respond to COVID-19: Strategic Use of Social Capital.* School of Government, University of North Carolina at Chapel Hill

**Williams, T.** & Henderson, M (2020) *Assessing Community Capacity for Disaster Response: The Pandemic Version.* School of Government, University of North Carolina at Chapel Hill

McCall, J. & **Williams, T.** (2020) *Social Capital in the Era of Social Distancing: Community Development Responses to Covid-19.* Carolina Small Business Report

**Williams, T.** & Whisnant, R. (2019) Public Law for the Public Lawyers. *The Story of Rules and the Rules of Stories: Public Comments in Environmental Rule Making.* Raleigh, NC

**Williams, T.** & Kuzma, J. (2018) @Risk: Strengthening Canada’s Ability to Manage Risk. *Regulation of Genetically Engineered Animals in Canada: A Case Study of AquAdvantage Salmon.* Institute for Science, Society, and Policy*.* Ottowa, CA.

Coupet, J., **Williams**, T., Chilton, J. & Pennell, J. (2018) *Investigating the context of CCPTs [to North Carolina Division of Social Services.* North Carolina Community Child Protection Team Advisory Board. Raleigh, NC.

**CONFERENCE PRESENTATIONS**

**Williams, T.** Dickerson, K., & Carpenter, A. Examining Strategies and Challenges Experienced by Funders in North Carolina. Association for Research on Nonprofit Organizations and Voluntary Action. November 2024.

**Williams, T**. & Wright, N. Examining the use of Social Capital to build Organizational Capacities in Community Based Organizations. Public Management Research Conference. Utrecht, Netherlands 2023

**Williams, T**. & Johnson, B., Government funding and nonprofit values. Midwestern Political Science Association Conference. Chicago, IL. April 2023

Sudweeks, J. & **Williams, T.** Narrative Policy Framework: Types of Evidence and How that Evidence is Used in Genetically Modified Mosquito Policy Narratives. Midwestern Political Science Association Conference. Chicago, IL. April 2023

**Williams, T**. & Altman, L. Weaving Community Engagement Into Your Civic Fabric. North Carolina City and County Management Association Winter Seminar 2023.

**Williams, T**. & Calixtro, D. Examining the Motivations of BIPOC Donors: A comprehensive Model of donor behavior. Association for Research on Nonprofit Organizations and Voluntary Action. November 2022.

Wright, N. & **Williams, T.**A house divided cannot stand: Capacity building in community-based development organizations (CBDOs). Association for Research on Nonprofit Organizations and Voluntary Action. November 2022.

**Williams, T.** and McCall, J., Prochaska, N., Thetford, T. Square Pegs into Round Holes: How Community Development Financial Institutions (CDFIs) are shaped by Funders through Data Collection, Impact Measurement, and Evaluation. Association for Research on Nonprofit Organizations and Voluntary Action. November 2022.

Berrett, J., **Williams, T**. & Minkowitz, H. Prioritization of Public Values in Nonprofit managers’: efficiency, effectiveness, and equity. Public Administration Theory Network Conference. Virtual. June 2021

**Williams, T.,** Loudermelt, C., & Berner, M. Long-term Crisis Recovery Response: Examining the Network Capacity of Nonprofit and Local Government Emergency Management Network Structures. Association for Research on Nonprofit Organizations and Voluntary Action. Virtual. November 2020

Wright, N. **& Williams, T.** Capacity Building in Community Development Organizations.Association for Research on Nonprofit Organizations and Voluntary Action. Virtual. November 2020

**Williams. T.** McCall, J.Berner, M. & Brown-Graham, A.Beyond Strategic Use of Social Capital to Build Capacity in Community Development Organizations Post COVID-19. Association of Public Policy and Management. Virtual. November 2020

**Williams, T.** McCall, J.Berner, M. & Brown-Graham, A.Beyond Bridging and Bonding. Association for Research on Nonprofit Organizations and Voluntary Action. San Diego, CA. November 2019

**Williams, T**. & Coupet, J. The politics of Implementation: Egocentric value maximization as strategic action. Public Management Research Conference. Chapel Hill, NC. June 2019

**Williams, T**. & King, S. Examining the Strategies of Influence used in Public Comments: An Application of Narrative Policy Framework. Midwestern Political Science Association Conference. Chicago, IL. April 2019

Kuzma, J.and **Williams, T.** Risk Perception and the Interpretation of Uncertainty in Regulatory Assessments for Genetically Engineered Animals. Society for Risk Analysis Annual Meeting.  New Orleans,LA Dec 2-5, 2018

Coupet, J., **Williams, T. “**Creating Collaborative Value: Resources, and transaction costs in government-nonprofit strategic alliances”. *ARNOVA.* Austin, TX. November 2018

**Williams, T**. & Kuzma, J. Science is not Value Free: How Values and Scientific Information Influence Policy Uptake. Society for Social Studies of Science. Sydney, Australia. August 2018

Coupet, J.,Albrecht, K., **Williams, T.** and Farruggia, S.**“**Contracting, resources, and transaction costs in government-nonprofit strategic alliances”, as part of “Unpacking the Relationship between Public Service Contracts and Provider Behavior” (Organized by Fitzgerald, C). *Academy of Management Annual Conference.* Chicago. Aug 2018

Coupet, J.,Albrecht, K., **Williams, T.** and Farruggia, S.**“**Contracting, resources, and transaction costs in government-nonprofit strategic alliances” *Cross Sector Social Interactions. Copenhagen.*June 2018

**Williams, T.** & Kuzma, J. Examining the Influence of Demographic Factors on Risk and Benefit Perceptions for Acceptance of Emerging Technologies in Food. American Society of Public Administration Conference. March 2017. Atlanta, GA.

**Williams, T.** & Coupet, J. Exploring the Role of Context in Nonprofit Public Partnerships: Evidence from Transition Coaching. American Society of Public Administration Conference. March 2017. Atlanta, GA.

**Williams, T.,** Matson, A., and Mitchell, R. Examining the Effect of Intervention Outcomes via Levels of Empowerment. North Carolina State University Undergraduate Research Symposium. May 2014. Raleigh, NC.

King, S., Reister, M., and **Williams, T.** NC State University Graduate Student Research Symposium. (R. M. Berry-James, Advisor). Poster on *Genetically Modified Foods: The Good, The Bad and the Trustworthy*. Raleigh, NC: March 25, 2015.

**Williams, T**., Rade, C., Desmarais, S., and Van Dorn, R. The Relationship between Attitudes and Violence Perpetration. North Carolina Psychology Undergraduate Association Conference. April 2014. Raleigh, NC.

**TEACHING**

***Graduate***

PUBA 744: Immersion - Building Nonprofit & Government Capacity to Respond to Wicked Problems [Fall 2023]

PUBA 756: Nonprofit Management, University of North Carolina at Chapel Hill [Fall 2022, Fall 2023 (online course preparation)]

*Instructor of record. Restructured course.*

PUBA 758: Navigating Nonprofit-Government Relationships, University of North Carolina at Chapel Hill [Springs 2022, 2023, 2024]

*Instructor of record. Restructured course.*

PA 515: Research Methods [Spring 2018]

*Assisted students with class projects and creating applicable real-world projects. Software: Excel, SPSS, Stata, NVivo, Dedoose, ATLAS TI*

***Undergraduate***

PS 312: Introduction to Public Administration, North Carolina State University [Spring 2019]

*Instructor of record. Restructured course for online format.*

PS 201: American Politics and Government [Fall 2018]

*Graduate Teaching Assistant. Facilitated weekly class discussions; Developed discussion topics to help students understand main course content; Graded assignments*

HSS 120: Introduction to Humanities and Social Sciences [Fall 2015, Spring 2016]

*Graduate Teaching Assistant. Assisted students with understanding research methods and designs across social science disciplines. Graded assignments.*

***Continuing Education and Facilitation***

Contract Management in Local Government, University of North Carolina at Chapel Hill [Springs 2021 (online), 2023, 2024] *Co-instructor. Course offered to public officials.*

Top 10 Primer Workshop Series: Best Practices In Community Engagement, University of North Carolina at Chapel Hill [Fall 2022]

American Rescue Plan Act Course: Best Practices in Working with Community Partners and Nonprofits, University of North Carolina at Chapel Hill [Fall 2021]

Citizen Advisory Board Training: Understanding Motivations for Volunteering to Support Successful Recruitment and Selection of Board Members, University of North Carolina at Chapel Hill [Fall 2021]

Top 10 Primer Workshop Series: Best Practices In Community Engagement, University of North Carolina at Chapel Hill [Fall 2022]

American Rescue Plan Act Course: Best Practices in Working with Community Partners and Nonprofits, University of North Carolina at Chapel Hill [Fall 2021]

Citizen Advisory Board Training: Understanding Motivations for Volunteering to Support Successful Recruitment and Selection of Board Members, University of North Carolina at Chapel Hill [Fall 2021]

Public Law for the Public’s Lawyers: Public Comment in Rule Making: Law and Narrative Theory, Raleigh NC [Fall 2019]

***Guest Lectures***

PUBA 401: State and Local Governance: Public Service Theory and Practice, University of North Carolina at Chapel Hill [Fall 2021] *Presentation: Navigating Nonprofit and Local Government Partnerships*

PUBA 758: Nonprofit-Government Relationships, University of North Carolina at Chapel Hill [Spring 2021]

*Presentation: Clarifying Expectations in Formal & Informal Agreements*

PUBA 401: State and Local Governance: Public Service Theory and Practice, University of North Carolina at Chapel Hill [Fall 2020]

*Presentation: Navigating Nonprofit and Local Government Partnerships*

PUBA 758: Nonprofit-Government Relationships, University of North Carolina at Chapel Hill [Spring 2020]

*Presentation: Accountability & Organizational Effectiveness*

PUBA 719: Research Methods in PA Analysis and Evaluation I, University of North Carolina at Chapel Hill [Fall 2019] *Presentation: Qualitative vs. Quantitative Research*

PUBA 720: Research Methods in PA Analysis and Evaluation II, University of North Carolina at Chapel Hill [Fall 2019] *Presentation: Developing a Research Design*

PUBA 753: Program Evaluation in Performance Management, University of North Carolina at Chapel Hill [Spring 2019] *Presentation: Program Evaluation in Public Organizations*

PA 515: Research Methods, North Carolina State University [Fall 2019, Spring 2016]

*Presentation: Qualitative Research Methods/ Research Designs*

**PUBLIC SERVICE**

I have engaged in multifaceted roles, offering tailored guidance to various organizations. I have provided ongoing consultation for the North Carolina Center for Nonprofits by evaluating their capacity-building program to assess its effectiveness. Additionally, I facilitated multiple focus groups with executive leaders, harnessing their feedback to drive program enhancements.

Additionally, I provide consultation to nonprofits on advocacy, advising organizations on navigating the delicate balance between advocacy limits and permissible activities. I have also provided consultation to other nonprofits on topics that span nonprofit management and collaboration, fostering sustainable practices and strategic partnerships. Furthermore, I've consulted elected officials, offering guidance on community engagement strategies, particularly navigating contentious topics. My support in crafting conversation prompts has empowered them to foster constructive dialogues, even in challenging circumstances.

**GRANTS AND CONTRACTS**

Contract with The Suda Institute to provide training and consultation on collaboration, information sharing, and confidentiality law for partner organizations involved in the Substance Use Network (SUN) Project, a multidisciplinary collaborative that helps pregnant women with substance use disorders to have safe and healthy pregnancies (contract entered together with faculty members Mark Botts and Kristi Nickodem, 2023, $40,000).

Contract with the Cabarrus Partnership for Children to develop and produce a series of online, on-demand training modules on information sharing, collaboration, and confidentiality law (contract entered together with faculty members Mark Botts and Kristi Nickodem, 2023, $5,000).

Contract with the Cabarrus Partnership for Children to provide training on information sharing, confidentiality law, and collaboration for partner organizations involved in the Substance Use Network (SUN) Project, a multidisciplinary collaborative that helps pregnant women with substance use disorders to have safe and healthy pregnancies (contract entered together with faculty members Mark Botts and Kristi Nickodem, 2022, $14,869).

Contract with the Cabarrus Partnership for Children to conduct an evaluative research assessment of the Substance Use Network (SUN) Project, a multidisciplinary collaborative that helps pregnant women with substance use disorders to have safe and healthy pregnancies (contract entered into together with faculty members Mark Botts and Kristi Nickodem, 2022, $10,000).

Contract with the Cabarrus Partnership for Children to conduct an evaluative research assessment of the Substance Use Network (SUN) Project, a multidisciplinary collaborative that helps pregnant women with substance use disorders to have safe and healthy pregnancies (contract entered into together with faculty member Mark Botts 2021-2022, $12,099).

@Risk: Strengthening Canada’s Ability to Manage Risk. Gattinger, M. Principal Investigator. Funded by Social Sciences and Humanities Research Council/Genome Canada. Grant to evaluate risk management and public engagement. 2017 – 2019, Grant $195,166.

Cultivating Cultures of Ethics in Science, Technology, Engineering, and Math (CCE STEM). Kuzma, J. Principal Investigator. Funded by NSF 2016-2018. Grant to facilitate learning about the meaning of Responsible Innovation in Bioengineering. 2016 – 2018, Grant $350,000.

Contract for investigating Community and Child Protection Team Collaboratives. Pennell, J. Principal Investigator and Project Director, Supporting Family-Centered Practice. Funded by North Carolina Department of Health and Human Services, Division of Social Services. Contract to investigate coordination and efficiency of North Carolina Community Child Protection Teams. 2016 – 2017, Contract for $253,478

**PROFESSIONAL EXPERIENCE**

**Assistant Professor of Public Administration and Government**, July 2021 – Present

School of Government, University of North Carolina at Chapel Hill

Provide research and teaching related to nonprofit management, community engagement, public input, and collaboration. Advise and teach public officials on community engagement and contract management topics. Contribute to academic literature, classroom learning, and the School of Government's mission through applied research.

**Carolina Postdoctoral Program for Faculty Development Fellow,** July 2019 – June 2021

School of Government, University of North Carolina at Chapel Hill

To build a research and teaching portfolio in preparation for a faculty position. To network with academics

and practitioners to inform the development of a research agenda. To engage with practitioners to identify opportunities to do research. To identify opportunities to transfer theoretical concepts associated with my research agenda into practitioner-oriented learning opportunities.

**Research Assistant**, July 2016 – May 2019

Department of Public Administration, North Carolina State University, Raleigh, NC

*The Economics of Community Level Strategic Alliances: An Empirical Investigation (w/Coupet, J)*

Mixed methods investigation of economic theory and strategic alliances in the Child Welfare and Transition Coaching Sectors. Coordinated methodological design, IRB approval, analysis, and manuscript preparation.

**Research Assistant,** July 2016 – May 2019

Genetic Engineering and Society Center, North Carolina State University, Raleigh, NC

*Developing Frameworks for Managing Risk (w/Kuzma, J)*

Collaborated with an interdisciplinary research group at the University of Ottawa to produce a multidisciplinary approach for risk management. Facilitated focus group interviews for Cultivating Cultural Ethics in STEM grant research project. Proposed research design ideas, prepared reports and manuscripts, and assisted with grant writing efforts.

**Academic Advisor & Teaching Assistant,** August 2015 – May 2016

College of Humanities and Social Sciences, North Carolina State University, Raleigh, NC

Provided academic guidance to College of Humanities and Social Sciences undergraduate students with selecting majors and identifying relevant courses; advised 10-20 students per week. Organized workshops on time management skills, study skills, and writing skills. Graded assignments for 70+ students and provided opportunities for learning outside of the classroom.

**Research Analyst Intern,** August 2015 – September 2016

Office of Partnership and Economic Development, North Carolina State University, Raleigh, NC

Provided recommendations for improvement to current process based on compiled research for best practices on Universities liaison business-research partnerships. Collaborated with multiple university departments to foster a more cohesive method for developing and identifying research partnerships. Created a system to track business characteristics and relationships with NC State University most critical to determining potential research partners. Developed a scoring metric using Microsoft Excel for identifying and selecting new research partners.

**Research Analyst Intern,** Summer 2015

North Carolina Office of the State Auditor, Raleigh, NC

Researched and compiled information on best practices for identifying performance indicators. Created a post audit survey tool to identify audits that require follow up based on best practice protocols. Created an audit findings dashboard for analyzing completed audits to inform decision-makers of critical audits requiring follow-up.

**Research Assistant,** August 2012 – May 2015

Action Research Team, North Carolina State University, Raleigh, NC

*Exploring differences in diagnoses of disruptive behavioral disorders in adolescent boys (w/Grimmett, M)*

Acquired training in qualitative analysis while contributing to the analysis process. Directed qualitative interviews with clinicians, transcribed recordings, and coded transcripts. Conducted literature reviews and analyzed qualitative data.

**Research Assistant,** August 2013 – May 2014

Mobile Voice Project, North Carolina State University, Raleigh NC

*Examining the effects of increased ease of transportation within homeless populations (w/Matson, A)*

Assisted with coordinating research project design to reduce attrition rates. Completed data entry and composed literature reviews on concepts related to empowerment and community. Conducted quantitative and qualitative analysis to understand outcomes related to program intervention. Performed quantitative analysis using Statistical Package for the Social Sciences (SPSS)

**Research Assistant,** August 2013 – May 2014

Forensic Psychology Lab, North Carolina State University, Raleigh NC

*Examining recidivism outcomes for patient centered mental health treatment (w/Desmarais, S)*

Proposed research ideas for evaluating treatment outcomes. Assisted with data entry and data cleaning. Computed statistical analyses in Statistical Package for the Social Sciences (SPSS) and manuscript preparation.

**AWARDS**

Robert W. Bradshaw Jr. Distinguished Term Professorship, School of Government, 2023 – 2025

Research Partner of the Year Award: Carolina Small Business Development Fund, 2022

Carolina Postdoctoral Program for Faculty Development Fellowship, 2019 – 2021

American Society for Public Administration (ASPA) Founders Fellow, 2016 – 2017

American Society for Public Administration (ASPA) Annual International Young Scholars Fellowship Award in Public Policy and Administration Research, 2016 – 2017

Scholarship for Public Administration, Public Policy, and Public Affairs for ICPSR Summer Program in Quantitative Methods of Social Research, Summer 2017

Graduate School Enhancement Grant, 2016-2017

**PROFESSIONAL SERVICE**

***MPA Portfolio Committee***

Spring/Fall 2024

Spring/Fall 2023

Spring/Fall 2022

Spring/Fall 2021

***Committee Work***

Spring 2023 – January 2023: Faculty Secretary, School of Government

2022 – Local arrangements committee: Association for Research on Nonprofit Organizations and Voluntary Action

Fall 2021 – Current: Curriculum Committee

Fall 2021 – Current: MPA Policy Committee

***Peer Reviews***

Human Service Organizations: Management, Leadership, & Governance, December 2023

Australian Journal of Management September 2021, July 2023

Nonprofit Voluntary Sector Quarterly, September 2023

Policy Studies Journal, June, 2022

Public Administration, April 2022

**COMMUNITY INVOLVEMENT**

2023 – Current: Board member, Chair, *Suda Institute*

2023 – Current: Board member, *Community Worx*

2022 – Current: Board member, Secretary, *El Centro Hispano*

2020 – Current: Policy Research Committee Member, *Carolina Small Business Development Fund*

2021 – 2023: Board member, Secretary, *Young Adult Development Services*

2015 – 2021: Volunteer, *Poe Magnet Elementary School*

2020 – 2021: Treasurer, *Golden Hill Charity*

2018 – 2021: Treasurer, *North Carolina Parent Teachers Association, Poe Magnet Elementary School*

2016 – 2019: Volunteer, *Durant Road Middle School*

2015 – 2019: Pack Promise Coach, *North Carolina State University*

2015: Study Skills Workshop (Facilitator), *College of Humanities and Social Sciences*

2015: Transfer and Non-Traditional Student Discussion Panel, *College of Humanities and Social Sciences*

2015: Visit NC State Graduate Program Volunteer, *College of Humanities and Social Sciences*