

CULLEN C. MERRITT, PH.D.

Paul H. O'Neill School of Public and Environmental Affairs
Indiana University-Purdue University Indianapolis
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ACADEMIC APPOINTMENTS

| | |
|--------------|--|
| 2020-present | Associate Professor |
| 2014-2020 | Assistant Professor O'Neill School of Public and Environmental Affairs Indiana University-Purdue University Indianapolis |
| 2009-2014 | Graduate Research Fellow School of Public Affairs and Administration University of Kansas |

AFFILIATIONS

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| 2020-present | Adjunct Faculty Africana Studies Program, School of Liberal Arts Indiana University-Purdue University Indianapolis |
| 2014-present | CORD Fellow Center for Organization Research and Design Arizona State University |

EDUCATION

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| 2009-2014 | Ph.D., Public Administration University of Kansas, Lawrence, KS <i>Dissertation: Specifying and Testing a Multi-Dimensional Model of Publicness: An Analysis of Mental Health and Substance Abuse Treatment Facilities (Chair: Rosemary O'Leary)</i> |
| 2009-2012 | Master of Public Administration University of Kansas, Lawrence, KS |
| 2006-2009 | B.A., Political Science Texas A&M University, College Station, TX |

PEER-REVIEWED JOURNAL ARTICLES

* = entry features a student

* **Merritt, Cullen C.**, Morgan D. Farnworth, Sheila Suess Kennedy, Gordon Abner, James E. Wright II, Breanca Merritt. (forthcoming). Representation through Lived Experience: Expanding Representative Bureaucracy Theory. *Human Service Organizations: Management, Leadership, & Governance*.

Wright, James E. and **Cullen C. Merritt**. (forthcoming). [Social Equity and COVID-19: The Case of African Americans](#). *Public Administration Review*.

Merritt, Cullen C., Deanna Malatesta, Julia Carboni, James E. Wright II, Sheila Suess Kennedy. (forthcoming). [What is Public? Big Questions Emerging from the Clash of Legal and Policy Paradigms](#). *Perspectives on Public Management and Governance*.

* **Merritt, Cullen C.**, Sheila Suess Kennedy, Morgan D. Farnworth. (2020). [The Civic Dimension of School Voucher Programs](#). *Public Integrity*, 22(2), 154-169.

Merritt, Cullen C. (2019). [Do Personnel with Lived Experience Cultivate Public Values? Insights and Lessons from Mental Healthcare Managers](#). *Healthcare Management Forum*, 32(3), 153-157.

Merritt, Cullen C. (2019). [What Makes an Organization Public? Managers' Perceptions in the Mental Health and Substance Abuse Treatment System](#). *The American Review of Public Administration*, 49(4), 411-424.

* Sundt, Jody, Kathryn Schwaeble, **Cullen C. Merritt**. (2019). [Good Governance, Political Experiences, and Public Support for Mandatory Sentencing: Evidence from a Progressive US State](#). *Punishment & Society*, 21(2), 141-161.

* **Merritt, Cullen C.**, Sheila Suess Kennedy, Matt R. Kienapple. (2019). [The Cost of Saving Money: Public Service Motivation, Private Security Contracting, and the Salience of Employment Status](#). *Public Performance & Management Review*, 42(4), 920-946.

Borry, Erin L., Leisha Dehart-Davis, Wesley Kaufmann, **Cullen C. Merritt**, Zachary T. Mohr, Lars Tummers. (2018). [Formalization and Consistency Heighten Organizational Rule Following: Experimental and Survey Evidence](#). *Public Administration*, 96(2), 368-385.

**Recognized as a top cited paper among articles published in Public Administration from January 2018-December 2019*

- * **Merritt, Cullen C.**, Morgan D. Farnworth, Matt R. Kienapple. (2018). [Developing Organizational Leaders to Manage Publicness: A Conceptual Framework](#). *Journal of Public Affairs Education*, 24(2), 216-233
 - * **Merritt, Cullen C.**, Kathleen Cordell, Morgan D. Farnworth. (2018). [Less is More? Publicness, Management Strategy, and Organizational Performance in Mental Health Treatment Facilities](#). *Public Administration Quarterly*, 42(1), 3-31.
 - * **Merritt, Cullen C.** and Deirdre C. Kelley. (2018). [What Individual and Organizational Competencies Facilitate Effective Collaboration? Findings from a Collaborative Governance Simulation](#). *Journal of Public Affairs Education*, 24(1), 97-121.
- Getha-Taylor, Heather, Jacob Fowles, Chris Silvia, **Cullen C. Merritt**. (2015). [Considering the Effects of Time on Leadership Development: A Local Government Training Evaluation](#). *Public Personnel Management*, 44(3), 295-316.

BOOK CHAPTERS

- * = entry features a student
- * **Merritt, Cullen C.** and Morgan D. Farnworth. (2018). [Antecedents to Managing Publicness: A Study of Professional and Cultural Socialization](#). pp. 244-258. In *The Handbook of American Public Administration*, edited by Edmund C. Stazyk and H. George Frederickson. London: Edward Elgar.

REPORTS AND RESEARCH BRIEFS

- Merritt, Cullen C.** and Amanda Rutherford. (2020). [Indianapolis-Marion County City-County Council: A Study of Council Effectiveness](#). Indiana University Public Policy Institute Research Report.
- Merritt, Cullen C.** (2019). [How to foster rule following in public organizations](#). Paul H. O'Neill School of Public and Environmental Affairs Research Brief.
- Merritt, Cullen C.** and Sheila Kennedy. (2019). [Examining civics education in school voucher programs](#). Paul H. O'Neill School of Public and Environmental Affairs Research Brief.
- Merritt, Cullen C.** (2019). [Are private security guards motivated by public service?](#) Paul H. O'Neill School of Public and Environmental Affairs Research Brief.
- Merritt, Cullen C.** (2013). [Universities & Public Service Leadership](#). *PA TIMES* 36(2):15.

GRANTS AND CONTRACTS

2019 Role: Co-Principal Investigator

Title: Measures for City-County Council Effectiveness
Contracting agency: City-County Council of Indianapolis and Marion County
Total amount: \$75,000

- 2019 Role: Principal Investigator
 Title: Designing Organizations to Integrate Lived Experience
 Granting agency: Indiana University-Purdue University Indianapolis
 Total amount: \$10,000
- 2016-2017 Role: Principal Investigator
 Title: What Makes an Organization Public? An Analysis of Managerial Perceptions
 Granting agency: Indiana University-Purdue University Indianapolis
 Total amount: \$15,000
- 2015-2016 Role: Principal Investigator
 Title: What Makes an Organization Public? A Study of Managerial Perceptions
 Granting agency: Indiana University-Purdue University Indianapolis
 Total Amount: \$5,000
- 2013 Role: Principal Investigator
 Title: Specifying and Testing a Multi-Dimensional Model of Publicness
 Granting agency: University of Kansas
 Total amount: \$5,000

AWARDS AND HONORS

- 2020, 2019, 2015 IUPUI Athletics Favorite Professor
 Department of Athletics, Indiana University-Purdue University Indianapolis
 * *I was selected by student-athletes for my outstanding work in the classroom and positive impact on their academic endeavors.*
- 2020, 2018 Favorite Professor of Undergraduate Programs
 O'Neill School of Public and Environmental Affairs, Indiana University-Purdue
 University Indianapolis
 * *I was selected by O'Neill School undergraduate students for my outstanding work in the classroom.*
- 2020 Honoree, Celebration of Teaching and Learning
 IUPUI Center for Teaching and Learning

** I was recognized for participating in sustained professional development that resulted in a change to a course or experience that increased student engagement, learning, and success.*

- 2019 Honoree, City-County Special Resolution No. 40 2019
The City-County Council of Indianapolis and Marion County
** I was recognized for leading a study to help the Indianapolis-Marion County City-County Council understand the council's effectiveness.*
- 2019 Advocate of the Dream Award
Black Student Union, Indiana University-Purdue University Indianapolis
** I was recognized for using my professional role on and off campus to impact the lives of students, being consistently involved in supporting the members of the Black Student Union, and exemplifying the values of Dr. Martin Luther King in my daily work and living.*
- 2019 Invitee, NASPAA NEXT: A Leadership Development Institute for Public Affairs
Education
Network of School of Public Policy, Affairs, and Administration
** I was nominated and selected to participate in a workshop that offers emerging faculty members relevant strategies for becoming stand out professors who equip students to assist in the construction of sustainable and inclusive democracies.*
- 2018 Trustees' Teaching Award
O'Neill School of Public and Environmental Affairs, Indiana University-Purdue
University Indianapolis
** I was selected by O'Neill faculty members for having a sustained and positive impact on learning through the direct teaching of students, especially undergraduates.*
- 2014 Paul A. Volcker Junior Scholar Research Grant Award
American Political Science Association
** I was awarded based on the alignment of my publicness research with the goals of the Volcker Award, specifically its potential to shed light on important public administration questions, scholarly and methodological rigor, and promise for advancing practice and theory development.*
- 2011 First Place, Doctoral Research Competition
Public Management Research Association
** I was awarded based on the quality and presentation of my sole-authored study, "Predicting Executive Turnover in Public Organizations".*

CONFERENCE AND INVITED PRESENTATIONS

* = invited presentation

- 2021 * “Identifying Dysfunction in your Organization: A Constructive Path Forward”. IUPUI Next Generation 2.0. Indiana University-Purdue University Indianapolis Office of Academic Affairs. Indianapolis, IN. March 2021 (forthcoming).
- 2020 “A Nickel Ain’t Worth a Dime Anymore: Citizen Perceptions of Councilor Salary”. American Political Science Association. Virtual presentation. September 2020 (forthcoming).
- * “Identifying Dysfunction in your Organization: A Constructive Path Forward”. IUPUI Next Generation 2.0. Indiana University-Purdue University Indianapolis Office of Academic Affairs. Indianapolis, IN. March 2020.
- * “Navigating the Leadership Terrain: 10 Principles”. Alpha Lambda Delta and Phi Eta Sigma (ALD/PES) Honor Society. Indiana University-Purdue University Indianapolis. Indianapolis, IN. February 2020.
- “The Project for Research on Organizations, Management, and Publicness Theory (PROMPT): A Primer”. O’Neill Faculty Research Collaboration Showcase. Indiana University-Purdue University Indianapolis O’Neill School of Public and Environmental Affairs. Indianapolis, IN. February 2020.
- 2019 * “Identifying Dysfunction in your Organization”. IUPUI Next Generation 2.0. Indiana University-Purdue University Indianapolis Office of Academic Affairs. Indianapolis, IN. March 2019.
- * “Leadership Principles for Change Agents”. University Tower Speaker Series. Indiana University-Purdue University Indianapolis Honors College. Indianapolis, IN. February 2019.
- 2018 “Is Lived Experience Relevant to Creating a Representative Bureaucracy? An Inquiry into Managers’ Perceptions”. Dean’s Research Workshop. Indiana University O’Neill School of Public and Environmental Affairs. Indianapolis, IN. November 2018.
- * “What Lived Experience Adds to Representative Bureaucracy: Mental Health System Managers’ Perceptions of Benefits and Challenges”. Professional Seminar in Applied Social and Organizational Psychology. Indiana University-Purdue University Indianapolis Department of Psychology. Indianapolis, IN. November 2018.

“Is Lived Experience Relevant to a Representative Bureaucracy?” American Political Science Association Conference. Boston, MA. August 2018.

“Exploring Public Service Motivations of Part-Time and Full-Time Private Police”. Law and Society Association Conference. Toronto, Canada. June 2018.

“Revisiting Representation in Mental Health Treatment Facilities: The Case of Lived Experience”. Dean’s Alumni Council. Indiana University O’Neill School of Public and Environmental Affairs. Indianapolis, IN. April 2018.

“Representation through Lived Experience in Mental Health Treatment Facilities”. Midwest Political Science Association Conference. Chicago, IL. April 2018.

* “Representative Bureaucracy and Lived Experience”. Honors Tower Council Speaker Series. Indiana University-Purdue University Indianapolis Honors College. Indianapolis, IN. March 2018.

* “Navigating the Leadership Terrain: 10 Principles”. Emerging Leaders Workshop. Indiana University-Purdue University Indianapolis Honors College. Indianapolis, IN. February 2018.

“Public Service Motivations of Part-Time and Full-Time Private Police”. Dean’s Workshop Seminar for Doctoral Students. Indiana University O’Neill School of Public and Environmental Affairs. Bloomington, IN. January 2018.

2017 “Individual versus Organizational Perceptions of Success in Government Policing Services”. Research in Progress Workshop. Indiana University-Purdue University Indianapolis O’Neill School of Public and Environmental Affairs. Indianapolis, IN. December 2017.

“The Effects of Legal Identity in Policing Services”. American Political Science Association Conference. San Francisco, CA. August 2017.

“Managing for Public Outcomes: Do Public Value Institutions Matter?” Public Management Research Association Conference. Washington, D.C. June 2017.

“Do Nonprofit Managers Institutionalize Public Values? An Exploratory Study”. Symposium on Public Administration, Public Policy and Nonprofit Studies: Are We All Touching the Same Camel? George Washington University Trachtenberg School of Public Policy & Administration. Washington, D.C. June 2017.

“What Individual and Organizational Competencies Facilitate Effective Collaboration? Findings from a Collaborative Governance Simulation”. Honors College Showcase. Indiana University-Purdue University Indianapolis Honors College. Indianapolis, IN April 2017.

“The Effects of Legal Identity in Law Enforcement”. Midwest Political Science Association Conference. Chicago, IL. April 2017.

2016 “Good Governance, Political Participation, and Public Support for Mandatory Sentencing”. American Society of Criminology Conference. New Orleans, LA November 2016.

* “Managerial Perceptions of Publicness: A Preliminary Theoretical Framework”. Conference on Empirical Studies of Organizations and Public Management. Texas A&M University Department of Political Science. College Station, TX. May 2016.

“The Organizational Pursuit of Public Outcomes: A Study of Managing Publicness”. American Society of Public Administration Conference. Seattle, WA. March 2016.

2015 “Is Publicness Multi-Dimensional? A Study of Managerial Perceptions” Public Management Research Association Conference. Minneapolis, MN. June 2015.

“Managerial Perceptions of Publicness: A Study of Behavioral Health Organizations” American Society of Public Administration Conference. Chicago, IL. March 2015.

“Publicness is Multi-Dimensional: Identifying Salient Institutions in the Organizational Pursuit of Public Outcomes”. Dean’s Research Workshop. Indiana University O’Neill School of Public and Environmental Affairs. Bloomington, IN. January 2015

2014 * “Ethics across Disciplines”. University in the Art Museum. University of Kansas Spencer Museum of Art. Lawrence, KS. February 2014.

2013 “Specifying a Multi-Dimensional Model of Publicness”. Public Management Research Association Conference. Madison, WI. June 2013.

2012 “Expanding Conceptions of Organizational Publicness”. Public and Nonprofit Division Doctoral Student Consortium. Academy of Management Conference. Boston, MA. August 2012.

2011 “Predicting Executive Turnover in Public Organizations”. Public Management Research Association Conference. Syracuse, NY. June 2011.

- 2010 “Does Public Organizational Performance Predict Executive Turnover?” Doctoral Research Symposium. University of Kansas Department of Public Administration. Lawrence, KS. December 2010.
- 2009 “Can American Depend on You? The Impact of Energy Dependence of the United States’ Foreign Policy and International Relations”. International Studies Association Conference. New York, NY. February 2009.

CONFERENCE AND INVITED PANELS

* = invited panelist

- 2021 * “Culture & Conversation: Policing and Health Care”. Indiana University School of Medicine. Virtual panel. May 2021 (forthcoming).
- 2020 * “Dismantling White Supremacy in the Public Administration Academy”. American Society of Public Administration Section on Democracy and Social Justice. Virtual panel. July 2020.
- 2018 * “Creating Pathways as a Mentor”. Preparing Future Faculty and Professionals Conference. Indiana University-Purdue University Indianapolis. Indianapolis, IN. November 2018.
- “How to Mentor Graduate Students”. Midwest Political Science Association Conference. Chicago, IL. April 2018.
- 2017 “How to Survive Graduate School”. Midwest Political Science Association Conference. Chicago, IL. April 2018.
- 2016 * “Political Engagement as Community Service”. Community Day Assembly. University High School. Carmel, IN. October 2016.

CLASSROOM INSTRUCTION

Indiana University-Purdue University Indianapolis

Introduction to Public Affairs (undergraduate)

- Spring 2020 (n=37)
- Fall 2019 (n=25)
- Spring 2019 (n=34)
- Fall 2018 (n=23)
- Spring 2018 (n=40)
- Fall 2017 (n=24)
- Spring 2017 (n=31)
- Fall 2016 (n=29)
- Spring 2016 (n=34)
- Fall 2015 (n=34)

- Spring 2015 (n=40)
- Fall 2014 (n=53)

Governing and Leading in a Global Society (Master of Public Affairs)

- Spring 2020 (n=21)
- Fall 2019 (n=27)
- Fall 2018 (n=13)
- Fall 2017 (n=17)
- Fall 2016 (n=10)
- Fall 2015 (n=16)
- Fall 2014 (n=31)

Public Management (undergraduate)

- Spring 2018 (n=36)

University of Kansas

Introduction to Public Administration (undergraduate)

- Spring 2013 (n=21)
- Fall 2012 (n=23)
- Fall 2011, co-instructor (n=25)

Hard Choices in Public Administration (undergraduate)

- Spring 2012 (n=21)

ADVISING AND MENTORING

Indiana University-Purdue University Indianapolis

Doctoral

- Dissertation committee member
 - Dana Doan – Philanthropy (in progress)
 - Sydney Rucker – Higher Education and Student Affairs (in progress)
 - Julie Walsh – Social Work (in progress)

Master

- Graduate research assistant advisor
 - Amber Greaney – Fall 2019-Spring 2020
 - Meghann Bowman – Fall 2018-Spring 2019
 - Morgan Farnworth – Fall 2016-Spring 2018
 - Kathleen Cordell – Fall 2014-Spring 2016
- Graduate practicum advisor (n=5)

Undergraduate

- Honors project advisor
 - Halee Griffey – Spring 2020
 - Emily Crump – Fall 2019
 - Alexander Clausius – Spring 2019
 - Lauren Graves – Spring 2019
 - Sophia Gunther – Spring 2019
 - Myra Hussain – Spring 2019
 - Mykaela King – Spring 2019
 - Jonathon Lewis – Spring 2019
 - Alicia Nygra – Spring 2019
 - Amber Greaney – Spring 2019, Fall 2018
 - Tanjimul Alam – Spring 2018
 - Cassidy Caudill – Spring 2018
 - Deirdre Kelley – Spring 2018
 - Rebekkah Andros – Fall 2017
 - Jenna Jones – Spring 2017
 - Hannah Bocik – Fall 2016
 - Alexis Chabes – Fall 2015
 - Alexis Brown – Spring 2015

- Undergraduate research assistant advisor
 - Joseph Chheng – Summer 2019-present
 - Ashabul Alam – Spring 2019-present
 - Jared McDonald – Spring 2019-present
 - Hampton Shields – Fall 2019-Spring 2020
 - Deirdre Kelley – Spring 2018-Summer 2019
 - Matt Kienapple – Spring 2017-Summer 2017

- Center for Research and Learning RISE Scholarship mentor
 - Jamil Hudson – Fall 2019-Spring 2020

- Faculty sponsor
 - Elyjah Goss – Fall 2016

- Undergraduate internship advisor (n=112)

SERVICE TO THE DISCIPLINE

Editorial Boards

2020-present *Public Personnel Management*

Conference and Organizational Roles

2020-present Planning Committee, *Journal of Social Equity in Public Administration*
2020-present Undergraduate Education Committee, Network of Schools of Public Policy, Affairs,
and Administration (NASPAA)
2019 Review committee, Public Management Research Association Conference
2019 Selection committee, American Political Science Association's Paul Volcker Junior
Scholar Research Grant Award
2019, 2018 Proposal reviewer, Academy of Management Conference
2019, 2017, Panel chair, Public Management Research Association Conference
2015
2018 Roundtable co-organizer, Midwest Political Science Association Conference
2018, 2017 Panel discussant, Midwest Political Science Association Conference
2015 Proposal reviewer, Public Management Research Association Conference
2011-2013 Editor, *Management Matters* (Public Management Research Association newsletter)
2011-2013 Listserv manager, Public Management Research Association

Journal Referee

International Journal of Public Sector Management
Journal of Public Administration Research and Theory
Journal of Public Affairs Education
Local Government Studies
Public Administration Quarterly
Public Administration
Public Administration Review
Public Integrity
Public Management Review
Public Performance & Management Review
Public Personnel Management
Public Policy and Administration
Review of Public Personnel Administration
The Social Science Journal

INSTITUTIONAL SERVICE

O'Neill School of Public and Environmental Affairs

2015-present Coordinator, Public Affairs Gateway Course
 2018-present Faculty Advisor, O'Neill Honors Program
 2020-present Founding Member, O'Neill Black Faculty and Staff Council
 2020, 2015 Member, Campus Campaign Committee
 2019-2020 Elected Member, Policy Committee
 2020 Member, Annual Review Committee
 2018-2019 Member, Awards Committee
 2018-2019 Elected Member, Faculty Governance Committee
 2019 Co-Chair, Criminal Justice Tenure-Track Faculty Search Committee
 2019 Member, Favorite Professor Award Selection Committee
 2015-2018 Member, Undergraduate Affairs Committee
 2018 Member, Search Committee for Faculty Secretary
 2016-2017 Member, Undergraduate Scholarship Selection Committee
 2016-2017 Member, Graduate Affairs Committee
 2017 Member, Truman Scholarship Nomination Committee
 2016 Member, Search Committee for Assistant Director of Advising and Student Engagement

Indiana University-Purdue University Indianapolis

2019-present Member, Athletic Affairs Committee
 2019-present Advisory Board Member, Center for Research and Learning
 2019-2020 President, Honors College Advisory Council
 2020, 2019 Poster Judge, IUPUI Student Research and Engagement Day
 2017-2019 Member, Campus Planning Committee
 2019, 2018, 2017 Invited Panelist, Enhanced Mentoring Program with Opportunities for Ways to Excel in Research (EMPOWER) Participant Orientation
 2018-2019 President-elect, Honors College Advisory Council
 2018-2019 Honors College Representative, Faculty Council
 2019, 2018 Judge, Top 100 Outstanding Students
 2019 Interviewer, Honors College Scholarship Interview Team
 2018 Participant, Center for Teaching and Learning Classroom Analysis Focus Group
 2018 Reviewer, Themed Learning Community Student Reflections

SELECTED LEADERSHIP AND ADMINISTRATIVE ACCOMPLISHMENTS

2015-present Coordinator, Public Affairs Gateway Course

- I have been an innovative coordinator of O'Neill's multi-section public affairs gateway course, Introduction to Public Affairs (SPEA V170), and led its revitalization to further O'Neill's undergraduate recruitment and retention goals. Specifically, I have played a leading or independent role in: (1) identifying and

finalizing a common set of course objectives across sections; (2) the decision to offer concurrent sections; (3) launching the Public Service Speaker Series, where government and nonprofit leaders engage with students; (4) mentoring faculty teaching V170; (5) and providing marketing content to the O'Neill Director of Marketing & Communications. Following implementation of these revitalization components in Fall 2015 under my leadership, and illustrative of the impact of this work, the Fall 2016 total enrollment for V170 (n=116) was higher than that of any semester since at least Spring 2009 and the Fall 2017 total enrollment (n=111) was the third highest of any semester since at least Spring 2009.

- I independently produced the Introduction to Public Affairs (SPEA V170) dossier for the Review of a General Education Course to demonstrate that V170 offers the foundational knowledge, skills, and competencies that students at IUPUI will need to know and be able to do in order to succeed in upper-division courses and be prepared as well-rounded college graduates. The faculty-led IUPUI Undergraduate Affairs Committee approved the V170 Review of a General Education Course dossier, ensuring its alignment with the Statewide Transfer General Education Core.

2018-present Faculty Advisor, O'Neill Honors Program

- I designed and launched the Prospective Honors Student Peer Mentoring Program, which recruited eligible O'Neill undergraduate students to gain first-hand insight into the honors student experience. Prospective honors students were paired with a current O'Neill honors student, who served as their peer mentor, and invited to attend O'Neill Honors Program meetings. In 2020, the first year of this program, 10 of 12 students who were invited to participate accepted the invitation. Of these 10 students, 8 joined the O'Neill Honors Program.
- I launched the O'Neill Honors Symposium where invited speakers engage honors students through presentations and/or crucial conversations about important societal issues impacting academia and the broader public.
- I led efforts to create the O'Neill Honors Program philanthropic account and presented strategies to increase donations. To date, these efforts have culminated in the O'Neill School dean and Campus Campaign Committee identifying the honors program as one of O'Neill's top giving priorities in 2020.

MEDIA APPEARANCES

2020 [Study Shows Room for Improvement at Indy Council](#) (*Inside Indiana Business* article)

[New Study Examines City-County Council](#) (*WFYI Indianapolis* article)

2019 [New Study Looks at 'Effectiveness' of City-County Council: What Does that Mean?](#)
(*WFYI Indianapolis* article)

[Be True to Yourself with Dr. Cullen Merritt](#) (*Circle City Success* podcast)

RECENT PROFESSIONAL MEMBERSHIPS

American Political Science Association
American Society of Public Administration
Law and Society Association
Midwest Political Science Association
Public Management Research Association

ADDITIONAL ACADEMIC EXPERIENCE

2014 Writing Consultant
McNair Scholars Program
University of Kansas

2007-2009 Undergraduate Research Assistant
Project for Equity, Representation, and Governance (PERG)
Texas A&M University

2008 National Science Foundation Undergraduate Research Fellow
Democracy & World Politics Summer Research Program
Oklahoma State University