

**Hala Altamimi**  
**Assistant Professor**

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School of Public Affairs and Administration  
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Research and Teaching Interests	Public and nonprofit management, budgeting and finance, organizational behavior.	
Academic and Research Appointments	<b>Assistant Professor</b> (Tenure Track) University of Kansas School of Public Affairs and Administration	Aug 2022-present
	<b>Faculty Affiliate</b> Public Budgeting and Management Lab Georgia State University	Aug 2022-present
Education	<b>Georgia State University</b> Ph.D., Public Policy Field: Policy Analysis and Evaluation  Dissertation: Agents of Accountability and Catalysts of Performance Improvement? Performance Auditing in U.S. Local Governments  Committee: John C. Thomas (Chair), Benedict S. Jimenez, Marc Holzer, Mark Funkhouser  M.A., Public Administration Field: Policy Analysis and Evaluation	July 2022        May 2016
	<b>Bethlehem University</b> Professional Diploma, Project Management B.A., English Language and Literature	
Publications	<b>Altamimi, H., Liu, Q., &amp; Jimenez, B.</b> (2023). <a href="#">Not too much, not too little: Centralization, decentralization, and organizational change.</a> <i>Journal of Public Administration Research and Theory</i> , 33(1), 170-185.  <b>Altamimi, H., &amp; Liu, Q.</b> (2022). <a href="#">The Nonprofit Starvation Cycle: Does Overhead Spending Really Impact Program Outcomes?</a> <i>Nonprofit and Voluntary Sector Quarterly</i> , 51(6), 1324-1348.	

\**Top 5 Most Downloaded Articles in NVSQ in 2022*  
 \**Best Doctoral Student Conference Paper Award*, 2019 Annual Meeting of the Academy of Management.  
 \**Best Papers*, 2019 Annual Meeting of the Academy of Management

**Altamimi, H., & Jimenez, B.** (2021). [Organizational Effectiveness After Budget Cuts: Disentangling the Effects of Performance Measurement and Performance Management](#). In M. Holzer, A. Ballard, M. Sullivan (Eds.) *The Public Productivity and Performance Handbook*. NY: Routledge/Taylor & Francis Group.

**Altamimi, H., & Liu, Q.** (2019, July). [The Nonprofit Starvation Cycle: Impact of Underfed Overhead on Program Outcomes](#). In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 19119). Briarcliff Manor, NY 10510: Academy of Management.

Manuscripts  
Under Review

Lower Cost at a Cost? The Effects of Flexible Labor on Operational Outcomes. Revise and Resubmit.

The Financial Implications of Labor Flexibility in the Nonprofit Sector. Submitted for Review.

Performance Auditing in U.S. Local Governments: A Model of Effectiveness. Submitted for Review.

Understanding Organizational Drivers of Flexible Labor Adoption in Nonprofits. Submitted for Review.

Beyond the Tangibles: Exploring the Motivation Behind Muslim Charitable Giving in America. Accepted for Publication.

Manuscripts in  
Preparation

Local Government Form, Professionalism, and Performance Auditing Effectiveness

Not As Independent as You May Think: The Relationship between Performance Auditors' Independence and Resource Changes

From Structure to Outcomes: Unpacking the Effects of Budget Centralization During Financial Crises in Local Governments

Financial Management Professionalism and the Fiscal Health of Municipal Governments

The Relationship between Revenue Diversification and Organizational Performance

## The Effect of Financial Resources on Public Organizational Performance: A Meta-Analysis

### Teaching Experience

#### University of Kansas

- PUAD 435 Generating, Allocating and Managing Public Resources (in person). Spring 2024, 2023
- PUAD 857 Performance Management and Governance (online synchronous). Fall 2024, 2023
- PUAD 893 Directed Readings in Performance Auditing Fall 2023
- PUAD 828 Nonprofit Management and Policy (online synchronous). Spring 2024, 2023
- PUAD 403/703 Foundations of the Nonprofit Sector (online asynchronous). Fall 2024, 2023, 2022

#### Professional Courses

- Navigating Through Change, Emerging Leaders Academy, Public Management Center (online and in-person). Spring, Fall 2023

#### Georgia State University

- PMAP 3111 Critical Policy Issues (Underregulate course, blended). Fall 2020

### Invited Talks, Workshops, and Selected Conference Presentations

#### Summer Workshop

Public Sector Organizational Effectiveness Workshop. University of Notre Dame Mendoza College of Business at Chicago, Chicago, IL. July 9-11, 2024.

#### Invited Talks

Funding a Sustainable Nonprofit Infrastructure: The Relationship Between Overhead Spending and Organizational Outcomes. **Invited Speaker** at the University of Kansas Self Graduate Fellows Reception. Lawrence KS. Oct. 1, 2024.

Budgets and tax policy. **Invited Speaker** at the Kansas Women Leadership Institute, the U.S. Department of State's Study of US Institute's (SUSI) programs on Women's Leadership. Hosted by KU Provost Office. Lawrence KS. July 22, 2024.

Navigating Uncharted Waters: Critical Auditing Issues for a Post-Pandemic World. **Invited Keynote Speaker** at the National Intergovernmental Audit Forum (NIAF). Chaired by Gene L. Dodaro, Comptroller General of the United States. Washington D.C., May 2023.

Nonprofit Efficiency and Effectiveness. **Invited Speaker** at the Center for Nonprofit Strategy And Management (CNSM). The City University of New York. NY. 2023.

Rethinking Decision making and Organizational Change in Times of Crisis. **Invited Speaker** for the Eldon Fields Lecture at the Annual Conference for the International City/County Management Association (ICMA) in Columbus, OH, August 2022.

Centralized/decentralized decision-making in Local Government During Budget Crisis. **Invited Speaker** for the Women Mentorship Program at the University of Kansas, December 2, 2022.

### **Selected Conference Presentations**

Adopting Flexibility: Understanding Organizational Drivers of Flexible Labor Adoption in Nonprofits,

- ARNOVA, Washington, D.C., November 2024

The Role of Resources and Political Environment in Shaping Nonprofit Advocacy Strategies

- ARNOVA, Washington, D.C., November 2024

From Structure to Outcomes: Unpacking the Effects of Budget Centralization During Financial Crises (with Qiaozhen Liu)

- PMRC, Seattle, WA, June 2024

Balancing Autonomy and Administrative Burden: The Relationship between Revenue Diversification and Nonprofit Performance (with Qiaozhen Liu)

- APPAM, Atlanta, GA, November 2023
- ABFM, Denver, CO, October 2023

Finding the Sweet Spot: The Optimal Level of Revenue Diversification for Nonprofit Performance. (with Qiaozhen Liu)

- ARNOVA, Orlando, FL, November 2023

Toward More Effectiveness in Performance Auditing in Local Governments

- Association of Local Government Auditors (ALGA) conference, Baltimore, MD, May 2023

What Promotes Performance Auditing Effectiveness? Evidence from U.S. Local Governments

- APPAM, Washington, D.C., November 2022

Not Too Much, Not Too Little: Centralized/Decentralized Decision Making and Organizational Change (with Qiaozhen Liu and Benedict Jimenez)

- MPSA, Chicago, IL, April 2022
- PMRC, Phoenix, AZ, May 2022

Flexible Labor and Organizational Performance: Evidence from the Nonprofit Sector (with Qiaozhen Liu)

- PMRC, June 2021 (Presented Virtually)

Too Flexible? The Impact of Flexible Labor on Nonprofit Performance (with Qiaozhen Liu)

- ARNOVA, November 2020 (Presented Virtually)
- APPAM, November 2020 (Presented Virtually)

The Nonprofit Starvation Cycle: Impact of Underfunded Overhead on Program Outcomes (with Qiaozhen Liu)

- The Academy of Management (AoM) conference, Boston, MA, August 2019
- APPAM, Denver, CO, November 2019

Red Tape and Work Motivation: Evidence from the Public Sector

- PMRC, Chapel Hill, NC, June 2019

A Parent Matters? Impact of Nonprofit Parenting on the Financial Health of Subsidiary Organizations

- ARNOVA, Grand Rapids, MI, November 2017
- APPAM, Chicago, IL, November 2017

Grant Applications	University of Kansas' New Faculty Research Development Award \$20,000 (Not Funded)	2024
	APSA Volcker Junior Scholar Research Grant, \$3000 (Not Funded)	2024
Awards and Fellowships	<b>James Buchanan Faculty Fellowship</b> The Mercatus Center at George Mason University	2023
	<b>Best Doctoral Student Award</b> Andrew Young School of Policy Studies, Georgia State University	2022
	<b>Frédéric Bastiat Fellowship</b> The Mercatus Center at George Mason University	2022

<b>Michael and Enid Mescon Fellowship</b> Georgia State University	2021
<b>Emerging Scholar Award</b> Lilly Family School of Philanthropy, Indiana University–Purdue University Indianapolis (IUPUI)	2021
<b>Research Fellowship</b> Institute for Humane Studies (IHS)	2021
<b>Don Lavoie Fellowship</b> The Mercatus Center at George Mason University	2020
<b>Frédéric Bastiat Fellowship</b> <i>(replaced by Don Lavoie Fellowship due to COVID-19)</i> The Mercatus Center at George Mason University	2020
<b>Diversity Scholars and Leaders Award II</b> Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA)	2019
<b>Equity and Inclusion Student Fellowship</b> Association for Public Policy Analysis and Management (APPAM)	2019
<b>Best Student Conference Paper Award</b> for the paper “The Nonprofit Starvation Cycle: Impact of Underfed Overhead on Program Outcomes.” Public and Nonprofit Division (PNP) of the Academy of Management (AoM)	2019
<b>Travel Inclusion Award</b> Public Management Research Association (PMRA)	2019
<b>Diversity Scholars and Leaders Award I</b> Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA)	2018
<b>Conference Travel Award</b> Georgia State University	2018
<b>Emerging Scholar Award</b> Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA)	2017
<b>Andrew Young School Graduate Fellowship</b> Georgia State University	2016
<b>Master’s Scholarship Program Recipient (Merit-Based)</b> U.S. Agency for International Development (USAID)	2014-2016

## Service

### At the University of Kansas

#### School-Level Service

- Co-Director, Undergraduate Program 2024-Present
- Member, Specialization Committee for PhD Comprehensive Exam in Public Budgeting and Finance 2024
- Participant, US News Survey of Public Affairs Graduate Programs. 2024
- Community Engagement with City of Lawrence Manager, Attracting and Retaining Talent in Local Government 2024
- Search Committee Member, Public Management Center, Assistant Director of Consulting Services 2023
- Search Committee Member, Public Management Center, State Highway and Transportation Services Program Manager 2023
- Chapter President, Pi Alpha Alpha Honorary Society 2023-Present
- Speaker, PhD Professional Development Workshop 2023

#### University-Level Service

- Member, Provost's OFA Faculty Development Advisory Board 2024
- Reviewer, UGRA Undergraduate Award Committee 2024
- Speaker, Self-Graduate Fellows Program 2024
- Speaker, The Kansas Women Leadership Institute 2024
- Ambassador, Center for Teaching Excellence 2023

### To the Field

#### Academic Journals

##### Associate Editor

- Public Finance and Management Journal

##### Reviewer

- Journal of Public Administration Research and Theory (JPART)
- Public Administration Review (PAR)
- Public Performance & Management Review (PPMR)
- Review of Public Personnel Administration (ROPPA)
- Academy of Management (AoM)
- Nonprofit and Voluntary Sector Quarterly (NVSQ)
- Nonprofit Policy Forum(NPF)
- Journal of Muslim Philanthropy & Civil Society

## Academic Conferences

- Chair for session “Governance Networks and Ground Up Responses to Homelessness” ARNOVA, Washington, DC, November 2024
- Chair for session “Performance Assessment Processes” PMRC, Seattle, June 2024
- Chair for session “Search for answers, capacity, and impact measurement” ARNOVA, Orlando, FL, November 2023
- Reviewer, 2023 APPAM and Equity and Inclusion Fellowship

## Board Member

- The Virtual Public Service Museum
- The International Center of Performance Auditing

Public and Media Engagement, Reports, and Briefs	Interviewee for Inside Philanthropy’s Dawn Wolfe on the Benefits of Fully Funding Nonprofits.	2023
	Interviewee for the Associated Press’ Thalia Beaty on Nonprofit Overhead.	2023
	<a href="#"><u>A Startling Insight Into the Auditor/City Manager Relationship.</u></a> Barrett & Greene. Inc.	2023
	<a href="#"><u>To Centralize or Decentralize, That Is Not the Question.</u></a> Public Management Magazine. International City/County Management Association (ICMA).	2022
	<a href="#"><u>The Nonprofit Starvation Cycle: Does Overhead Spending Really Impact Program Outcomes?</u></a> Contribute More Podcast (Previously Charity Professional Development). United Kingdom.	2022
	<a href="#"><u>Is Nonprofit Overhead a Need or Greed?</u></a> The Academic Minute Podcast. National Public Radio.	2022
	<a href="#"><u>Nonprofit Workforce Shortage.</u></a> All Sides with Ann Fisher. The Ohio Channel.	2022
Memberships and Affiliations	<a href="#"><u>Nonprofits May Need to Spend About One-Third of Their Budget on Overhead to Thrive</u></a> – Contradicting a Rule of Thumb for Donors. The Conversation Magazine & Chronicle of Philanthropy.	2022
	<ul style="list-style-type: none"> <li>• Sigma Xi, The Scientific Research Honor Society</li> <li>• Association of Budgeting and Financial Management</li> <li>• Midwest Political Science Association</li> </ul>	



- Public Management Research Association
- Academy of Management
- American Society for Public Administration
- Association for Public Policy Analysis and Management
- Association for Research on Nonprofit Organizations and Voluntary Action
- International City/County Management Association