

July 15, 2020

To the Presidential Search Committee:

On July 2, 1862, President Abraham Lincoln signed the Morrill Land Grant Act. In the midst of a savage war bitterly dividing our nation, Congress and the President were enacting plans for a prosperous future! This breathtaking act of confidence and optimism was borne of Lincoln's vision beyond the chaos of the moment. He saw that American prosperity required cultivation of our collective capacity to learn, to invent, to solve problems. Existing universities, mired in the past and focused on a wealthy elite, were not up to the task. Land-grant universities were thus essential to the progress of the Republic.

Just three months after the Morrill Act became law, Major General Jesse Reno, a distinguished union officer and former West Point mathematics instructor, sustained a mortal wound on a bloody Maryland battlefield.

Now, in the city bearing General Reno's name, the University of Nevada has the opportunity to deliver anew on Lincoln's vision. Once again, the future is uncertain – for our nation and, in particular, for higher education. And once again entrenched universities are paralyzed by convention. Even those with land-grant origins demur at a moment requiring boldness. They reinforce an unjust social order that denies opportunity to many. They refuse to explore the educational possibilities offered by innovation and new technologies.

UNR is poised to offer a stark contrast. UNR can define the model of a modern land-grant university excelling at solutions-oriented research to address our most vexing challenges, educating future leaders and problem-solvers drawn from the richly diverse population of our nation, and supporting the entrepreneurs and innovators who are the lifeblood of the Nevada economy. In the process, UNR will help Reno emerge as a dynamic Western city thriving in the 21<sup>st</sup> century economy. I am inspired by what UNR has accomplished – and what is possible -- and therefore am honored to be a candidate for the university presidency.

The University of Nevada will thrive by hewing to three core principles. First, inclusiveness, equity and excellence are non-negotiable, intertwined values essential to delivering on the American promise of opportunity. Second, collaborative community engagement – focused on problem-solving in all sectors -- is core to the mission of the modern land grant and makes possible the integrated, hands-on education that students require. Third, the research and learning enterprises must be fully integrated so the process of inquiry is always emphasized to our students. Excellence in research will create a rich environment to cultivate a lifelong commitment to learning that is now required for success in all endeavors.

Great things are possible with this approach but it will not be easy. The next UNR President will have to lead a dramatic shift in the economic model of the university while navigating seismic changes in how students learn and faculty teach. The President will have to be a visible, engaged member of a diverse campus community, manifesting core values in word and deed, while representing the university to external constituencies to cultivate support and reputation. As Dean of the Watts College of Public Service and Community Solutions at Arizona State University, I have established a track record demonstrating these abilities while overseeing a transformation guided by bold aspirations.

During my tenure Watts College has more than doubled enrollment with scores of new programs and multiple learning modalities availability to an incredibly diverse student body. These efforts include the establishment of a joint college in China and adding thousands of online learners; as a result, we are positioned to weather the current economic uncertainty faced by all universities. We have tripled external research funding and impact by forging robust community partnerships and interdisciplinary collaboration. We have increased the diversity of our student body, our staff, our faculty and our leadership while reaching these new heights. And most dramatically, we have delivered on the idea that a university can implement solutions for the most challenging problems we face in America.

This was accomplished through an inclusive, mission-focused approach to leadership and a willingness to make investments – in faculty, in student success, in novel programs, in partnerships – that allow us to do great things. It was achieved within the context of the reinvention of Arizona State University, widely hailed for its open-minded approach and an ability to be both inclusive and excellent across every field. From ASU I would bring not a blueprint – the University of Nevada must develop a model uniquely suited to its purpose and context – but the knowledge that change is possible and rewarding.

With the humility required to listen and learn and the confidence we can re-design higher education to meet the needs of learners, communities, employers and other stakeholders, I know what we can build together in Reno: a modern land-grant that emerges stronger from the COVID-19 pandemic and the social paroxysms unleashed by George Floyd's killing. The University of Nevada can fulfill the vision of those audacious enough to see the future through the smoke of civil war battlefields.

To this cover letter, I have attached a Leadership Profile detailing my experience and record relating to the key areas defined in the position description. I look forward to the opportunity to discuss how we might together build the future of UNR.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Jonathan Koppell". The signature is fluid and cursive, with a large initial "J" and "K".

Jonathan Koppell

**Dean Jonathan Koppell** leads the Watts College of Public Service and Community Solutions at Arizona State University. He has taken full advantage of the latitude ASU grants its senior leaders to realize a mission of inclusion & excellence within a sprawling \$3-billion 110,000-student enterprise. Overseeing the nation's largest public affairs college, Koppell has compiled a record that demonstrates the knowledge, experience, vision and personal qualities required to lead the University of Nevada at this critical juncture.

### Transformational Leadership

Arriving at ASU in 2010, Jonathan Koppell joined a college with a modest profile within both the university and the community. On every dimension, even the name, the college has undergone a transformation such that it is now celebrated as an exemplar of the university's commitments to access, diversity, excellence and service. With Koppell's leadership, the **Watts College of Public Service and Community Solutions** has more than doubled enrollment, tripled research funding, and quadrupled annual giving. The new name honors a \$30 million gift, one of the largest in the history of Arizona State University.

- Watts College now boasts schools ranked among the best in their fields. The School of Public Affairs, ranked 27<sup>th</sup> when Koppell arrived, reached the top 10. Criminology is a top 5 program as is Tourism. The Social of Social Work leapt from 57 to 26.
- Enrollment has jumped from 3500 to more than 8000 undergraduate, masters and doctoral students. Programs were created to meet demand from employers and students. Partnerships were forged to serve overlooked tribal and rural locales. Remote learning opportunities were expanded to extend access to thousands of students who face barriers to university education in the traditional format.
- Watts College researchers submitted more than \$80 million in proposals and secured more than \$31 million in awards during the last 12 months. That constitutes 80% growth during Koppell's tenure accomplished through collaboration, partnering with government agencies and nonprofits to address key public policy challenges from sex trafficking to abusive policing to health disparities.
- International engagement is now integral to Watts College. The Hainan-ASU International Tourism College, a unique partnership Koppell established through which more than 800 students are earning ASU degrees while studying in China, taught by ASU faculty. It provides both economical access to ASU degrees and a significant revenue source. Partnerships from Mexico to Vietnam have yielded funded research, student-learning opportunities and executive training programs.

Many of Koppell's achievements speak to the demands of our moment. Race and equity concerns now a priority on every campus are not new for Koppell. Indeed, the ASU Chicano/Latina Faculty and Staff Association just recognized his focus on diversity in student access, hiring and promotion throughout his tenure with the Dr. Manuel Servin Award. Similarly, all universities are now experimenting by necessity with remote learning in the age of COVID. But Koppell has long pushed Watts College in this space, creating an Office of Educational Innovation to advance new ways to teach and learn, enabled by technology, to better meet student needs. Right now, UNR can leverage the dynamism of an evolving Reno just as Koppell embedded Watts College in a re-awakening Downtown Phoenix.

The next president of UNR must possess the leadership skills this record demonstrates but success will also require intangible qualities more difficult to convey. With insatiable curiosity, love of learning and sense of humor, Koppell has built personal relationships with faculty, students, supporters and community leaders. His enthusiasm is palpable and infectious. He entrusts others to use their abilities and imagination.

Koppell's earnestness and passion have been key to advancing Watts as a mission-driven College devoted to service to the community and student success.

### **Inclusion and Student Success**

To thrive, UNR must satisfy the educational needs of an increasingly-diverse state and region. Attract a broad range of students. Keep them engaged. Support them to graduation. Watts College has drawn students typically overlooked by recruiting at community colleges and poorer neighborhoods. Nearly two-thirds of Watts College's undergraduates are Pell-eligible and the majority are first-generation college students. Watts is a majority-minority college boasting ASU's highest percentage of every underrepresented group including veterans, returning students, and Native American students.

But inclusiveness without success is a hollow achievement. Low college completion rates have created massive frustration and backlash against higher education. Targeted initiatives, including an effort to build financial management capacity in students, helped push retention to 83 percent and graduation to 64 percent. Over 1,700 degrees were awarded in 2019, up from 1,074 only six years earlier. Transfer students have received special attention with pathways and programs created to ensure smooth transitions; this resonates with the requirements of UNR students. The Bridging Success program, created to address the shockingly poor outcomes for former foster youth, has demonstrated positive results.

Equity is more than opening doors. It must permeate the entire institution to ensure comparable experience not just admission. One critical retention initiative is the undergraduate research program. Paid positions are available to ensure all students have access. And every Watts College degree program incorporated a "Solutions-Based Learning" requirement (SBL). Through internships, client-defined projects in the community, research assistantships, community impact labs, field placements, capstones and other experiences that fulfill the SBL requirement, students experience how their coursework is preparing them to address a self-chosen focal issue. This approach resonates with UNR's embrace of experiential learning because it enhances student success by establishing the link to life beyond college (and these experiences often lead directly to post-graduation employment).

### **Diversity and Equity**

Koppell has demonstrated an unwavering commitment to building an inclusive community. Although there has been measurable progress in diversifying the leadership and faculty of Watts College -- nearly two-thirds of senior appointments have come from underrepresented groups -- this remains an urgent priority. Approximately 43 percent of tenure track hires have been female and 28 percent minority with Koppell as dean and there has been marked emphasis on cultivating talent from within. Uncovering biases in the tenure and promotion processes has been a focus and Koppell has sought to ensure minority faculty are not undermined by (well-intentioned) requests to participate in university affairs. Attempts to diversify leadership ranks must not place an additional burden on underrepresented faculty; Watts has supported such scholars' progress and seen great dividends when they then assume leadership roles.

Recruiting a diverse faculty and a student body reflective of society is a starting point. Koppell has sought to ensure an environment that is safe for all to pursue their own development. Watts was the first college to establish a Committee on Diversity and Inclusion comprised of faculty, students and staff to review operations and offer recommendations (that were implemented). Understanding the particular barriers experienced by our first-generation students - overwhelmingly people of color -- and addressing them without stigmatizing has been a priority.

### **Advancing the Research Enterprise with Purpose**

Watts College research productivity exceeds any similar college in the country. Fueled by targeted investment in faculty, research centers and capacity, Watts has the ability to strike when opportunities are available. Sustained community engagement has been essential to develop partnerships that drive external research funding. UNR already takes advantage of opportunities in engineering and related fields - areas of great potential growth and economic value considering Reno's development – but this capability can reach every corner of the university.

Connecting the learning enterprise with the research enterprise is an absolute imperative for the modern university. Students must see the process of inquiry and knowledge creation – rather than the mere acquisition of facts – as the heart of education and problem-solving. Students in our undergraduate research program have discovered that rigorous analysis and statistics – the most feared of all subjects – actually help solve problems that afflict their own families. The educational opportunities available to students should be dramatically different because UNR is a research intensive university. Solutions-oriented research and experiential learning ought to be signature attributes with UNR regarded as a national leader in integrated research-learning-service model.

UNR's emergence as a Carnegie R1 institution must be understood as an incredible development not only for faculty and student but the entire community. The presence of a world-class medical center benefits Nevada residents, of course, but the economic advantage of a robust innovation enterprise – the startups and spinoffs, for instance – is enormous. Koppell has demonstrated understanding of the critical importance of this aspect of the university.

### **Shared Governance and Relationships with Faculty and Staff**

Koppell demonstrates a transparent, open, inclusive approach to leadership so important in the university context. Decisions with respect to budget, strategic initiatives, or policy are explained and open to question. Regular interaction with faculty and students – in settings both formal and informal – are a priority. With the COVID situation causing great anxiety, Koppell and his leadership team have held regular town halls for all constituencies.

The College's model of shared governance emphasizes collective ownership of goals and joint responsibility for execution. Koppell initiated a bottom-up process involving faculty and staff to articulate a shared mission as the basis of our community. This empowers the individual imagination and has yielded extraordinary projects from arts-based engagement in prisons to technology-enabled solutions for domestic violence victims to game-based platforms for training of child welfare workers. Recognition of those making contributions is incredibly important. Watts instituted a series of awards for staff and faculty who exemplified our mission so people in varied roles could be appreciated.

The university president must be an active and engaged member of the university's academic community. Koppell remains deeply involved, regularly communicating with faculty about their research and ongoing projects and bringing genuine curiosity and inquisitiveness to the role. He frequently connects faculty with related interests or sends them articles or books based on their interests.

### **Fundraising and Development**

Historically, public universities were endowed with resources but success today requires an entrepreneurial mindset. Given the COVID-19 hit to the Nevada budget, this will be especially true for UNR. Koppell has demonstrated exceptional ability to generate resources. A public service college obviously does not

produce wealthy alumni or corporate backers. Still by demonstrating strong return on investment, Koppell has transformed giving to Watts College. From a yearly total of less than \$1.5 million, annual giving now exceeds \$6 million with a total over \$60 million.

Fundraising success for UNR will require significant investment from non-alumni. Koppell is particularly adept at making the case for investment in the University as investment in *the community*. Graduates of a vibrant, inspiring UNR will be entrepreneurs, artists, doctors, scientists, civic leaders, and innovators who will re-pay investment in the institution ten-fold. Prospective donors must be made to feel that their contribution is essential to Reno and Nevada achieving their potential. The signature \$30 million naming investment by Mike and Cindy Watts – local business owners who did not graduate from college let alone ASU – was driven by this belief.

Koppell has leveraged his track record and standing as a community leader to connect with donors looking to make a difference. This resulted in foundational investments to launch the Pastor Center for Politics and Public Service, the Kyl Center for Water Policy, the Bridging Success program to support former foster youth, the Homelessness Action Nexus and the university's Public Service Academy.

### **Community and Industry Partnerships**

Koppell has emphasized collaboration based on partnership of equals rather than the haughty academic engagement that often alienates rather than winning allies. Building relationships with both elected and career officials across parties, jurisdictions and levels as well as leaders of every major nonprofit organization is second nature to Koppell who quickly emerged as a civic leader in Phoenix. This has yielded research engagements for faculty, internships, grant proposals, community impact labs, and so on. Watts College, in turn, is seen as a go-to partner to create and implement evidence-based and impactful solutions.

Watts College is advancing as a university leader in social embeddedness and service to the community. The One Square Mile initiative in the Maryvale neighborhood of Phoenix tests the that well-coordinated university and civic efforts to advance the community can succeed. By approaching with humility, sensitivity and patience, the Watts team is avoiding the mistakes of the past and seeing results.

The partnership philosophy extends to the private sector. Work with Starbucks on ASU's College Achievement Plan led to collaborative development of the national Opportunities for Youth campaign (with the Aspen Institute and Fortune 500 corporations). Every academic program – from Tourism to Criminology – has established business partnerships that are just as critical to resource acquisition as philanthropic contributions. Koppell has engineered novel collaborations with private and public entities. The Westward Ho initiative established a student-driven social services clinic in a Section 8 apartment complex. This secured below-market program space, learning opportunities and other benefits. Most important, it dramatically flipped expectations with a university leader offering solutions rather than seeking dollars.

This constructive engagement includes meeting workforce demands and students looking to find jobs and build careers. Koppell created the master's degree in Emergency Management and Homeland Security six years ago to meet the need for better-trained leaders in this critical arena. Enrollment grew quickly and the program is rated best in the country while serving as a hub for practitioners working to improve national infrastructure and disaster preparedness.

UNR's emphasis on health is well tuned to growth trends in the Reno-Sparks area and the burgeoning tech sector presents another natural opportunity. Koppell's demonstrated ability to ascertain and meet industry and community needs will be essential. This includes non-degree offerings that allow constantly updated knowledge and skills and enhance the finances of the university. More broadly, the next UNR president

must be a community leader, passionately advocating for the region and state and torqueing the university to support the needs of the city, its businesses and people. Koppell has demonstrated the ability to do so.

### **Student Life and University Athletics**

University leaders must be attentive to the culture and atmosphere on campus to ensure it is welcoming and engaging for all. With heightened attention to issues of identity and public health, this is particularly important and sensitive. Koppell has focused on these matters with particular attention to the barriers confronted by first generation college students and transfers. He has worked to ensure that all students have access to experiences like study abroad or internships, for example.

University athletics as an important element of the campus experience and Koppell has partnered with Sun Devil Athletics to launch the “Tip of the Fork” leadership program which created service-learning opportunities with student athletes in mind. This initiative linked the student athlete’s experience with life after graduation. And it created linkage between athletics and the academic community something that is often missing. Through collaborations on fundraising and other projects, Koppell has gained an understanding of the challenges of operating a high-level intercollegiate athletics program – and the opportunities such programs present. UNR athletics can and should be an outlet for student pursuit of excellence as well as a source of shared identity and enthusiasm for the institution. But they must be governed by the same principles and expectations that inform all university pursuits.

### **National Leadership and Visibility**

Koppell has emerged as an institution-wide leader at ASU, particularly on public service and community engagement. Among the university initiatives he has stewarded, the most prominent is the Public Service Academy. This first-of-its-kind four-year public service leadership training program engages students across 150 different academic programs. The work has gained national notice with Koppell speaking to broad audiences on the value of public service for America’s civic health.

The PSA success reflects Koppell’s ability to win support within large complex institution and beyond to execute difficult projects. At Yale University, where he was appointed previously, Koppell launched the Milstein Center for Corporate Governance & Performance as a relatively junior faculty member. He was able to gain university support for programs forged in collaboration with industry and philanthropic supporters, navigate difficult internal politics and ultimately address real challenges in the corporate governance arena that gained international recognition.

This spring, Koppell established a partnership with the Volcker Alliance, a prominent nonprofit founded by late Fed Chairman Paul Volcker. The partnership will support a cohort of universities seeking to emulate ASU’s Public Service Academy. So as not to alienate allies, Koppell has been sensitive to frame this effort not as promulgation of an “ASU model” but a collaborative design effort. The result will be an impactful partnership that underscores ASU’s leadership and engages thousands of students in service.

A forceful and passionate speaker, Koppell will be a visible and effective representative for UNR on the national stage. With higher education looking for institutions that are defining the path forward in an uncertain future, UNR will be poised to gain recognition for all it has accomplished and all that will come in the years ahead.



**JONATHAN GS KOPPELL**  
Curriculum Vitae 2020 (annotated)

**LEADERSHIP AND ADMINISTRATIVE POSITIONS**

2011 – Present Dean, Watts College of Public Service & Community Solutions,  
Arizona State University, Phoenix, Arizona

*Lead and oversee all functions of the nation's largest comprehensive public affairs college. Comprised of four schools – including highly-ranked programs in public policy, criminal justice, social work, nonprofit leadership, parks and recreation management, and economic and community development – as well as twenty research centers, the College has more than 250 full-time faculty and staff of 350 with an annual budget exceeding \$60 million. The College has three campus locations (Phoenix, Tucson and Hainan, China) and operates in multiple additional locations and robust online and remote learning offerings.*

*Role includes responsibility for all academic programs and administrative functions including budget, finance, personnel, marketing and communications, degree programs, student success, faculty recruiting and development, research advancement, community engagement and development.*

*During tenure as dean, quality and diversity have improved as enrollment, research funding and fundraising have all more than doubled. In fall 2018, College was re-named reflecting a \$30 million philanthropic investment, one of the largest in history of Arizona State University. This gift solidified the unifying identity and mission that had been created for a previously nondescript unit.*

*More than 8,000 students are enrolled across thirty programs at the undergraduate, graduate and doctoral levels. The College's student population is the most diverse at the University (i.e., 63% of undergraduates Pell eligible, more than half are first-generation college students; the only majority-minority college at ASU). Student achievement and rates of retention (86%) and graduation (64%) have increased markedly in the last five years directly linked to innovations in advising and student support.*

*More than twenty new degree programs created or introduced in online format in the last five years (including new offerings in emergency management and homeland security, program evaluation, community advocacy and social policy) expanding the scope of academic programs. These include previously non-existent "college-wide majors" that draw upon the offerings and expertise of multiple schools and their faculties. In just five years, EMHS was ranked #1 in the country. Created and implemented the "Solution-Based Learning" requirement in every degree program that stipulates a hands-on pedagogy across majors and transforms the College's student body into a "Community Solutions Cooperative" addressing pressing challenges in the community through work integrated into their courses. The College manages over 1,000 ongoing relationships with community partners to facilitate this distinctive approach. Multiple international partnerships launched to expand reach and create research and learning opportunities.*

*Increased fundraising to exceed \$6 million annually including major gifts to create Kyl Center for Water Policy, the Pastor Center for Politics and Public Service, and the ASU Public Service Academy. The latter represent university-wide initiatives to promote public service and civic engagement amongst all ASU*



*students. Regularly engaged in university initiatives – currently including launch of new Los Angeles campus, expanded China efforts including an emergency campus to accommodate students unable to attend ASU in 2020-21, and providing educational opportunities for incarcerated individuals – as well as fundraising activities.*

*Leads efforts on civic engagement and social embeddedness including the recent launch of the Homelessness Action Nexus, a philanthropically-funded effort to coordinate governmental and nonprofit efforts directed at central policy challenge. Previously, “Opportunities for Youth,” an intergovernmental initiative to reach unemployed young people was saved from collapse and moved into Watts College; it is now thriving.*

*The College’s research profile has grown more than fifty-percent to exceed \$29 million in externally-funded annual expenditures including highly successful centers focused on salient areas (e.g., health equity, public policy, philanthropy and nonprofit management, public safety, behavioral health and policy informatics). Additionally, the College has created a variety of new research centers in emergency management, child well-being, science, technology and environmental policy, organizational design, and problem-oriented policing. Recruited more than 50 tenure-track faculty in the last four years increasing faculty diversity in the process.*

*Provide university-level leadership on multiple initiatives including the creation of the Public Service Academy, creation of Arizona Legislative Academy, numerous partnerships with local, state, federal government entities including Arizona Governor and legislature as well as tribal and municipal entities.*

2016 – Present Senior Advisor to the Provost

*Responsible for coordinating all university partnerships in the City of Phoenix, Arizona, a key strategic partner for Arizona State University. Taking advantage of deep ties and knowledge of city leadership and issues, the role calls for coordinating the myriad academic engagements from across the University to drive transformational outcomes in the nation’s fifth largest city.*

2010-2013 Director, School of Public Affairs, Arizona State University

*Oversaw a critical transition period -- with more than 50% turnover in faculty due to retirements, departures and additions – to transform national standing of the school. Ranked 27<sup>th</sup> at the beginning of tenure and rising to 9<sup>th</sup> in the country (in addition to top ten in most subfields). Responsibility for all school functions including personnel, recruiting, staffing, program administration, faculty evaluation, and budgeting.*

*Launched undergraduate program (“Public Service and Public Policy”) which has grown from zero to more than 700 students in five years and features concentrations that link the school to programs around the university. Oversaw curriculum review and update in MPA and MPP programs. Moved degree programs into online formats to increase accessibility. Recruited and hired numerous nationally-prominent scholars while retaining key individuals and increasing faculty diversity.*

*Strengthened and launched centers covering a range of key areas including professional education in public management (Bob Ramsey Executive Education), local government, participatory governance, and organization research and design. Renewed pivotal relationship with “Alliance for Innovation,” a unique partnership between ASU and International City Management Association.*

*Increased collaboration with other units at ASU through participation in university initiatives including the design and launch of the McCain Institute for Global Leadership, support of the Decision Theater, creation of multiple joint degree programs at the graduate and undergraduate levels*

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2006-2009 Director, Millstein Center for Corporate Governance & Performance,  
Yale University, New Haven, Connecticut

*As faculty member at the Yale School of Management, oversaw the re-launch of Yale's corporate governance center which included responsibility for staff, budget and operations. Initiated numerous innovative activities that linked academic with practical engagement in the world of corporate governance. This included an Annual Corporate Governance Forum hosted in New Haven – which became a go-to event on the global corporate governance calendar -- as well as working groups addressing key issues such as the role of the independent director, mutual fund governance, and capital markets regulation. Each of these initiatives required engagement with high-profile figures in the finance and corporate arena.*

*Also managed numerous academic initiatives such as joint conference on Shareholder Governance (with Oxford), International Conference on Corporate Governance in Emerging Markets, and the history of shareholder activism. Commissioned research in support of these initiatives from leading scholars and produced peer-reviewed scholarly output that advanced the Center and field.*

*To support this work, pursued aggressive and successful development agenda.*

2005-2006 Associate Director, Center for Corporate Governance & Performance, Yale University

## **ACADEMIC AND RESEARCH POSITIONS**

2010 - Lattie and Elva Coor Presidential Chair and Professor of Public Administration and Present Policy, Arizona State University

2005-2010 Associate Professor of Politics & Management,  
Yale School of Management, Yale University

2001-2010 Assistant Professor of Political Science, by courtesy,  
Yale University

2000-2005 Assistant Professor of Politics, Policy & Organization,  
Yale School of Management, Yale University

2003 Fulbright Lecturer, Professor of Public Administration and Public Policy  
Fudan University, Shanghai, People's Republic of China

1999-2000 Markle Fellow, New America Foundation, Washington, DC

1999 Guest Scholar, Brookings Institution, Washington, DC

1993-1995 Research Assistant, Office of Federal Housing Enterprise Oversight, Washington, D.C.

## EDUCATION

- 2000 Ph.D., Political Science  
University of California, Berkeley, California
- 1996 M.A., Political Science  
University of California, Berkeley, California
- 1993 A.B. *magna cum laude*, Government  
Harvard College, Cambridge, Massachusetts

## AWARDS AND HONORS

- 2020 Dr. Manuel Servin Faculty Award presented by ASU Chicano/Faculty & Staff Association recognizing “Mentorship of Hispanic students, Leadership at ASU/the Community, and Community service.”
- 2014 Herbert A. Simon Book Award for *World Rule* by the American Political Science Association's Section on Public Administration
- 2014 Faculty Associate Appointment, Governance, Environment & Markets (GEM) Initiative, Yale University
- 2012 Inducted Fellow of National Academy of Public Administration (NAPA)
- 2011 Charles H. Levine Prize awarded for *World Rule* by the International Political Science Association, Organized Section on Structure of Governance.
- 2010 Best Book of 2010 by Academy of Management Section on Public and Nonprofit Management for *World Rule*.

*Editorial Board Memberships:* Journal of Public Administration Research and Theory, Journal of Asian Business Studies, Journal of International Organization Studies; Series on Transnational Administration and Global Policy with Bristol University Press.

## CIVIC LEADERSHIP

- 2015 – Present *Member, President, Board of Directors, Human Services Campus, Inc.*  
*The Human Services Campus, located in Downtown Phoenix, is by far the largest provider of service to individuals experiencing homelessness in the state of Arizona. As President, Koppell oversees complex organization that manages a collaborative partnership of 16 independent nonprofit organizations addressing all needs including, shelter, medical, dental, job counseling, and case management. President is ultimately responsible for an annual budget exceeding \$5 million, development efforts, managing relationships with city, county and state governments and all regulatory and legal compliance in operations of the Human Services Campus and the Maricopa County Coordinated Entry System for Homeless Adults.*
- 2015 – Present *Member, Chair, Leadership Council, Opportunities for Youth, Maricopa County*  
*Opportunities for Youth (OFY) was created as a backbone organization consistent with collective impact*

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*model of social organization. Focused on the challenge of disengagement among 16-24 year-olds, OFY was launched as a public-private partnership with City/Country governments backed by corporate sponsors. When the initiative foundered, Koppell assumed leadership and ultimately moved the organization to Watts College while revitalized the community leadership council and dramatically boosting participation and efficacy. Funding is entirely philanthropic.*

- 2014 – Present            *Member, Board of Directors, Arizona MultiBank, CDFI Arizona Advisory Cmte*
- 2014 – 2020            *Member, Vice-chair, Chair, Board of Directors, Local First Arizona Foundation*  
*Local First Arizona is a nationally-prominent local business promotion organization. As head of the Foundation, Koppell advanced programs that supported entrepreneurship in the Latino community, rural development initiatives and other programs emphasizing economic and civic empowerment.*
- 2013 – Present            *Member, Board of Advisors, Center for the Future of Arizona*
- 2010 – Present            *Member, Board of Advisors, Morrison Institute for Public Policy*
- 2010 – 2013            *Member, Board of Directors, Alliance for Innovation*
- 2004 – 2010            *Member, Chair, City of New Haven Development Commission*
- 2008                      *Member, New Haven Coliseum Redevelopment Review Committee*
- 2005 – 2011            *Member, Advisory Council, Small Business Majority*

## **PUBLICATIONS**

### BOOKS

Koppell, Jonathan GS. *World Rule: Legitimacy, Accountability and the Design of Global Governance*, Chicago: University of Chicago Press, 2010.

Koppell, Jonathan GS. *The Politics of Quasi-Government: Hybrid Organizations and the Dynamics of Bureaucratic Control*, Cambridge: Cambridge University Press, 2003.

### EDITED BOOKS

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### BOOK CHAPTERS

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Koppell, Jonathan GS., “Accountable Global Governance Organizations” In *Oxford Handbook of Public Accountability*. Edited by Mark Bovens, Robert E. Goodin, and Thomas Schillemans, UK: Oxford University Press, 2014

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Koppell, Jonathan GS. "Accountability for Global Governance Organizations." In *Accountable Governance: Problems and Promises*. Edited by George Frederickson, and Melvin Dubnick, 55-78. Armonk: M.E. Sharpe, 2011.

Koppell, Jonathan GS. "Metaphors and the Development of American Bureaucracy". In the *Oxford Handbook of American Bureaucracy*. Edited by Robert Durant, 128-150. New York: Oxford University Press, 2010

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#### REFEREED JOURNAL ARTICLES AND ACADEMIC PUBLICATIONS

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## **RESEARCH AND TEACHING FIELDS**

Global governance, organizational design and administration, social enterprise, financial markets and regulation, quasi-government, public management, public policy

## **COURSES TAUGHT**

### Undergraduate:

National Service and American Democracy (supported by *Service Year Alliance* and offered through Global Freshman Academy), Public Service and Public Policy in the Twenty-first Century; Contemporary Policy Issues: Lessons from Leaders; Introduction to Public Affairs;

### Graduate:

Managing Organizational Politics; Corporate Social Responsibility: Managing Social Ventures; Emerging Market MBA Study Trip: India; Public Use of the Private Sector; Politics and Policy in the United States; Strategic Environment of Internet Commerce; Strategic Environment of Management; Global Business Study Trip: Russia and Norway

### Executive Education:

Extensive teaching of executive education programs for senior leaders of global companies, government agencies, transnational rulemaking bodies and non-profit organizations.

**Commitment to access and student success**

- Enrollment over 8,000 students from 3,500
- Over 50% first-generation college students, nearly two-thirds Pell-eligible
- Underrepresented minority students 58% of undergrads versus university 34%
- Built strong community college partnerships to yield large transfer pipeline
- Created Office of Education Innovation to drive advances in pedagogy, learning in all academic programs
- Dramatically improved retention (>85%), graduation rates (>64%) through financial counseling, support
- Bridging Success created for former foster youth

**Dramatic improvement in quality, rankings**

- Elite rankings: School of Public Affairs moved to #9 in US from #27 under leadership, Criminal Justice #5, Social Work #26 from #54; #1 in Emergency Management.
- Top 5% among peer institutions in funded research: \$31M external awards; more than double in 5 years
- Dozens of nationally recognized scholars added to faculty

**University-wide leadership on key initiatives**

- Launched ASU Public Service Academy, first of its kind four-year program to cultivate service commitment across university; >150 majors across 700 students, veterans.
- Created Congressman Ed Pastor Center for Politics and Public Service to promote involvement in politics
- Launch Homeless Action Nexus to integrate all public sector and nonprofit efforts in key policy arena.

**Meeting needs of students, community**

- New programs launched to meet workforce and student demand (e.g., MA, emergency management and homeland security, 500+ students)
- Operate on multiple campuses across AZ and beyond
- Embraced online & remote learning; internship and field learning opportunities across globe. >3500 students.
- Expanded Lifelong Learning and non-degree education

**Skillful administration, advancing diversity**

- Grew and balanced \$60+ million budget, new revenue sources, surpluses generated for strategic investments
- Diversifying leadership: 38% minority, 50% female
- Hiring more diverse faculty: 36% minority, 50% female
- Established Committee on Diversity & Inclusion to address equity and access issues

**Development and fundraising**

- Secured \$30 million naming gift – one of the largest in the history of ASU: five endowed professorships, student success programs and signature program to spur social transformation.
- More than \$70 million raised with annual donations more than doubled to exceed \$6 million/year
- Multiple foundational gifts in excess of \$1 million to launch critical initiatives
- More than \$1m scholarships annually, nearly doubled, to drive student success and diversity.

**Globalizing the College through expanded international activities**

- Created Hainan University-ASU International Tourism College. Four-year ASU degree for students completely in residence in China. Enrollment >1000 students. 10+ ASU faculty in residence. Significant revenue generator.
- Expanded international research and academic activity (e.g., anti-gang work in El Salvador, Caribbean; behavioral health in Mexico; public administration training in Guam, E. Europe; North America partnership)
- New international non-degree education: Mandela Washington Fellowship for Young African Leaders; Civic Leadership Curriculum for East Africa Leadership Center (YALI); Young Southeast Asian Leaders Initiative; Civil society training in Saudi Arabia.

**Innovation to serve public interest**

- Design Studio for Community Solutions created to advance “One Square Mile” initiative, an innovative model of community-driven systems integration for social programs.
- *Westward Ho Collaboratory*, public-private partnership to embed supportive services Section 8 housing. Combines vital service provision with hands-on learning and research.
- Launched Center for Emergency Management and Homeland Security; John Kyl Center for Water Policy; Center for Science, Technology and Environmental Policy Studies; Center for Problem-Oriented Policing; Center for Spatial Reasoning and Policy Analysis; Center for Child Well-being; Center for Correctional Solutions
- Philanthropically-funded “Opportunities for Youth” backbone organization coordinates community action across Maricopa County for disengaged youth.
- American Indian Policy Institute joins college as heart of tribal collaboration initiatives

