

LARRY D. TERRY II, PhD
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Penn State University
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EDUCATION

Ph.D. The University of Texas at Dallas Public Affairs 2007

M.P.A. San Diego State University Public Administration 2003

B.A. University of California at Santa Barbara Black Studies 2000

PROFESSIONAL EXPERIENCE

Executive Director, Weldon Cooper Center for Public Service – 2018 - 2023

University of Virginia, Charlottesville, VA

Responsibilities and Accomplishments:

- Manage \$7.5 million annual budget based on strategic priorities and opportunities for growth across five core units (Sorensen Institute for Political Leadership, Virginia Institute of Government, Center for Survey Research, Demographics Research Group, Center for Economic and Policy Studies) and 50+ staff members.
- Initiated and completed the organization's first strategic plan – Reimagining Public Service – in order to align core units around a cohesive set of values, goals and objectives.
- Navigated organization through the financial and operational challenges of the COVID-19 pandemic; ensured successful transition of staff to remote working format without a loss in productivity; converted face to face leadership training and other curriculum based programming to virtual content to minimize financial loss; created a "pivot plan" as a communications tool to share with university leadership; and created a quarterly organization-wide zoom to communicate progress and updates during remote conditions.
- Created partnership with UVA University Advancement in order to hire a Director of Development for the Cooper Center for the first time; responsible for identifying and acquiring resources for units across the organization; worked with new Director of Development to produce new fundraising plan to increase donor contributions to \$500,000 for FY 2020, and \$6.5 million through FY 2026.
- Serve as the representative for the Cooper Center in the UVA Karsh Institute of Democracy (an institutional initiative made up of five units whose missions further democratic development at all levels of governance).
- Submitted the organization's first budget amendment request to the General Assembly to acquire \$850,000 funding for a local government fiscal health initiative.
- Contributed to securing \$150,000 gift from retired U.S. Senator John Warner to establish an endowed scholarship fund within the Sorensen Institute of Political Leadership.

- Cultivated stronger relationship with the Cooper Center's Sorensen Institute for Political Leadership advisory board by bringing greater clarity to our oversight and strategic responsibilities as an organization; worked in partnership with this body to hire a new director.
- Restructured organization by integrating previously autonomous leadership development and certification programs in to the Cooper Center's Virginia Institute of Government; consolidation has provided the foundation for a shared services approach to its evolving membership model.
- Filled key leadership positions by hiring directors for the Cooper Center's Sorensen Institute of Leadership and the Virginia Institute of Government, and promoting a new director within the Center for Survey Research.
- Introduced monthly directors meeting intended to facilitate greater collaboration across units.
- Appointed to the Virginia State Crime Commission by Governor Ralph Northam in 2020 for a two-year term (see below for more detailed information).
- Built relationships with professional associations such as the Virginia Local Government Management Association and the Virginia Municipal League in order to understand how the Cooper Center can serve them more effectively.
- Created partnership with Go Virginia (regionally-driven economic development initiative) and the UVA School of Engineering to build Smart City/economic development capacity in rural areas of southern Virginia; acquired \$100,000 seed funding to facilitate programming over two years from the Virginia Department of Housing and Community Development.
- Conduct annual reviews and establish strategic goals with unit directors, while also providing regular feedback regarding staff issues, personnel matters, and other performance concerns.
- Initiated an Inclusive Excellence self-assessment based on the university's broader goals to improve its institutional well-being and attention to issues related to diversity, equity and inclusion.
- Established new partnerships with organizations across the state to provide innovative programming in leadership development, from the Tom Tom Festival of Ideas (small town innovation) to the Presidential Precinct and the Obama Foundation (Democracy and New Public Leadership).
- Worked with the Charlottesville Area Chamber of Commerce to revamp its Leadership Charlottesville curriculum and experience; to be launched Fall 2022.
- Reimagined Wallerstein Scholarship endowment in order to build partnership with UVA College of Arts and Sciences PhD+ program; funds supported internships within the Cooper Center to provide doctoral students with exposure to careers in public service outside of tenure-track academic positions.
- Established new student-centered media team in order to capture and communicate the Cooper Center's impact through podcasts, videos, social/multimedia strategies.
- Initiated organization-wide competency development around DEI and measuring the impact of the Cooper Center's work.

Assistant Professor/Founding Program Coordinator, MS in Public Leadership – 2014 - 2018

University of North Texas at Dallas, School of Liberal Arts and Sciences, Dallas Texas

Founding Director, Urban SERCH Institute (Service, Education, and Research for Communities with Hope) – 2016 - 2018

University of North Texas at Dallas, Dallas, TX

Responsibilities and Accomplishments:

- Created Master of Science in Public Leadership program by developing curriculum and degree plan, recruitment of both students and faculty, and instituting retention strategies and professional development opportunities.
- Established a "Community is your Classroom" philosophy to integrate course content with experiential learning opportunities in public service organizations and other local/regional governance bodies; this also served as a differentiation strategy needed to recruit students in a market with well-established Master of Public Administration programs.
- Assisted in accreditation process with institutional effectiveness and program assessment personnel in order to ensure compliance with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).
- Served as Faculty Alliance president from 2015-2016 and placed a priority in refining the university's tenure and promotion policy; worked closely with the provost and president's office to provide greater access to decision making within the strategic planning process and other institutional affairs.
- Courses Taught: Human Resources Management; Organizational Design and Change; Leadership; Public Service and Society; Leading and Managing Public Organizations.
- Created partnership with the City of Dallas Mayor's Office to place the Americorps VISTA program at UNT Dallas' SERCH Institute.
- Developed strategies across 32 neighborhoods in Dallas' southern sector to incorporate capacity building and service projects with Americorps VISTAs, interdisciplinary faculty, staff and students.
- Served as Leadership Southwest's Principal Leadership Development Trainer from 2014-2018.
- Conducted assessment and complete reconstruction of leadership development curriculum for the Caruth Police Institute, a unit partnership between UNT Dallas and the Dallas Police Department.
- Acquired \$125,000 from the United Way's "Unite Dallas" fund in 2017 to deliver the Community Leadership Academy – the nation's first peer-based officer-citizen leadership and trust building program.
- Contributed to securing \$268,000 mobility grant from Toyota to start a mobile fresh food market intended to address Dallas' southern sector's food insecurity needs.
- Oversaw faculty research community needs assessment project for the Second Chance Community Improvement Program (SCCIP), a County/City community court collaborative, in order to provide more effective social services for three zip codes with the highest rates of incarceration in the city of Dallas.

- Conducted comprehensive study for the State Fair of Texas in order to provide trust building strategies in neighborhoods surrounding the fairgrounds.
- Conducted policy-driven research on behalf of state senator Royce West in order to advocate for a new high school for Oak Cliff residents.
- Submitted tenure dossier for consideration of promotion to associate professor; university committee, dean and provost unanimously recommended tenure (official recommendation not made to Board of Regents due to being named executive director of Weldon Cooper Center for Public Service at UVA).

Assistant Professor, Master of Public Administration Program – 2009 - 2014

Long Island University - Brooklyn, School of Business, Public Administration, and Information Sciences, Brooklyn, NY

Responsibilities and Accomplishments:

- Courses Taught: Principles of Public Administration; Organization Theory and Behavior; Managing Human Behavior in Public and Nonprofit Organizations; Managerial Communication.
- Assisted in the development of retention resources and tools such as a skill-based program orientation and a writer's workshop.
- Served as semester-long capstone mentor for graduating students and assisted in the comprehensive research and presentation process.
- Organized annual speaker series drawing upon a national network of accomplished public servants.
- Served on search committees for faculty positions within the school.

Assistant Professor, Master of Public Administration Program – 2007 - 2009

Arizona State University, School of Public Affairs, Phoenix, AZ

Responsibilities and Accomplishments:

- Courses Taught: Public Affairs/Management; Leadership; Public Leadership.
- Conducted academic research advancing on dissertation research.
- Mentored graduate assistants to produce peer-reviewed journal articles as doctoral students.

PUBLICATIONS

Terry, L.D., and Andonoska, L. (2016). (Supra)national Leadership and Institutional Reform in European Union Integration: The Case of Montenegro. In A. Spaderski and C. Neck (Eds.), in *Leadership and Management: Emerging, Contemporary, and Unorthodox Perspectives*.

Terry, L.D., and Andonoska, L. (2015). (Supra)national Leadership and Institutional Reform in European Union Integration: The Case of Montenegro. *Journal of Leadership and Management*, 1, 39-52.

Terry II, L.D. (2015). From Entrepreneurialism to Populism: The Rise of Bill DeBlasio as "Everyman's" Mayor of New York City. In S. Foreman and M. Godwin (Eds.), *Local Politics and Mayoral Elections in 21st Century America: Keys to City Hall*.

Terry II, L.D. (2014). Strategic Leadership in New York City Housing Reform: Blending and Institutional and Organizational Approach in Plan NYCHA: A Roadmap for Preservation. *Journal of Leadership and Management*, 1, 15-26.

Henderson, A., and Terry II, L.D. (2013). Unpacking the global perspective: examining NISPACEe region-focused public administration research in American scholarly journals. *International Journal of Public Administration*, 37, 353-362.

Terry II, L.D. (2010). "El Paso, Texas - Politics over professionalism in the shift to council-manager government." In J.H. Svara and D.J. Watson (Eds.), *More than mayor or manager: Campaigns to change form of government in America's largest cities*. Washington, D.C.: Georgetown University Press.

Svara, J.H. and Terry II, L.D. (2009). "The Present Challenges of ASPA and Public Professionalism." *Public Administration Review*, Nov-Dec, 1050-1059.

Denhardt, J.V., Terry II, L.D., Ramirez, E., and Andonoska, L. (2009). "Barriers to Civic Engagement in Developing Countries" (2009). *International Journal of Public Administration*, 32, 1268-1288.

APPLIED RESEARCH AND REPORTS

Siddique, J., and Terry II, L.D. (2018). The Second Chance Community Improvement Program (SCCIP) Needs Assessment. Submitted to the Center for Court Innovation.

Terry II, L.D. (2017). Engage Dallas White Paper. Submitted to the Mayor's Star Council.

Terry II, L.D. (2015). Community Engagement in South Dallas/Fair Park – A State Fair of Texas Perspective. Submitted to the State Fair of Texas.

BOOKS IN PROGRESS

The Hope for Humanization: Values, Politics and the Community Imperative for America's Rebirth. Proposal to be submitted to Routledge Press.

PROFESSIONAL PRESENTATIONS AND PUBLIC ENGAGEMENTS

"Innovation, Economics, and Equity: The Future of Decarbonization." A Webinar Hosted by the University of Virginia's Weldon Cooper Center for Public Service and the UVA Office of Engagement. (Moderator). April 2021.

"Reform, Restore, and Rebuild: Changing Criminal Justice Policies, Procedures, and Legislation." Symposium on Mass Incarceration, Communities and Families, hosted by Virginia Tech School of Liberal Arts and Sciences,

Department of Human and Family Science. (Moderator). April 2021.

"Applying a Social Justice Lens to Our Work." Plenary Session for the Consortium of University Public Service Organizations (CUPSO) Annual Conference. 2021.

"Reimagining Public Service: Strategic Humanization and the Power of Community Leadership." A Presentation for UVA Clubs On Air Program. January 2021.

"Building Legitimacy: Community Justice and Transformational Change." Center for Court Innovation, Community Courts and Public Safety Conference. December 2020.

"Census 2020: A Question of Citizenship?" University of Virginia's More than the Score Speaker Series, Office of Engagement, Charlottesville, VA. November 2019.

"Climbing the Ladder: Social Mobility in the United States." University of Virginia's PrezFest 2019. Panel included Kathleen Sebelius, former Secretary of Health and Human Services; John Bridgeland, former Director of White House Domestic Policy Council, George W. Bush; and Chris Lu, former Deputy Secretary of Labor, Barack Obama. (Moderator). May 2019.

"Southwest Virginia Regional Overview: Demographic Trends, Economics and Hope." Southwest Virginia Economic Forum, UVA Wise. May 2019.

"Let's Talk About Policing: Public Safety, Innovation and Your Town." Tom Tom Festival, Charlottesville, VA. (Moderator). April 2019

"Social Media: Do We Have To?" Consortium of University Public Service Organizations Annual Conference, Portland, OR. April 2019.

"Partnering to Build Capacity." A Presentation for the Appalachian Prosperity Project's Profiles in Partnership – Discovery, Community, and Service in Appalachia Symposium. April 2019.

"Community Leadership Academy: Reflections, Lessons, and the Possibilities for Building Trust." Presented to the City of Baton Rouge Mayor's Office. November 2017.

"Addressing Food Insecurity through Community Engaged Research." A Presentation to the Capital District YMCA, Albany, NY. March 2017.

"Institutional Collective Action: The Public, Civilian Complaint Review Boards and the Police." Presented at the American Society for Public Administration Conference, Seattle, WA. March 2016.

"Conciliatory Public Leadership: (Re)Building Trust in an Era of Anti-Government Sentiment." Presented at the Public Administration Theory Network Conference, Vancouver, Canada, May 2015.

"Public Administration Reform in Montenegro 2003-2016." Presented at the Corvinus University of Budapest and the National University of Public Service, by Alex Henderson, 22nd NISPAcee Annual Conference, Budapest, Hungary May 2014.

"Conciliatory Public Leadership in New York City Housing Reform: The Case of Plan NYCHA." Presented at the National Academy of Public Administration Social Equity Leadership Conference, Raleigh, NC, June 2013.

"Conciliatory Public Leadership: Integrating Values, Communities, and Institutions."

Presented at the National Academy of Public Administration Social Equity Leadership Conference, Savannah, GA, May 2012.

"The Myth of the 'New' in Public Administration and its Destabilizing Effect on the Legitimacy of the Field" with Shelly Peffer. Presented at the Public Administration Theory Network Conference, Norfolk, VA. May 2011.

"In Theory: The Anti-Theory that Addresses the Debate Regarding a Theory of Public Administration" with Shelly Peffer. Presented at the Public Administration Theory Network Conference, Omaha, NE. May 2010.

"New Public Management in the Balkans: Good Governance or Hurting Legitimacy?"

(with Adrian M. Velazquez) Presented at the Fifth Transatlantic Dialogue: The Future of Governance in Europe and the United States, Washington, D.C., June 2009.

"Administrative Reform and European Union Integration: Examining the Role of New Public Management in the Republic of Montenegro." Delivered at the Midwest Political Science Association National Conference, Chicago, IL, April 2008.

"Celebrating Larry Terry's Intellectual Legacy: A Roundtable Discussion," a roundtable organized for the American Society for Public Administration (ASPA) Conference, Washington, D.C., March 2007.

"Diversity in Academia" a panel organized for the National Association for Schools of Public Affairs and Administration (ASPA) Conference, Minneapolis, MN, October 2006.

"Re-evaluating the Role of Public Administration: Reports on Discourse among Emerging Scholars" a roundtable organized for the American Society for Public Administration (ASPA) Conference, Denver, CO, April 2006.

"The Responsible Scholar and Administrator" a roundtable organized for the Emergent Public Administration

Conference, The University of Texas at Dallas, December 2005.

"The European Union as an Organization: Linking Organizational Characteristics and Culture to Performance,"
Delivered at the Public Administration Theory Network (PAT-Net) Conference, Krakow, Poland, June 2005.

"Publication Trends and Timelines in Public Administration" Delivered at the Public Administration Review
Editorial Board Meeting at the American Society for Public Administration (ASPA) Conference, Milwaukee, WI,
March 2005.

BOARD, PUBLIC SERVICE AND LEADERSHIP APPOINTMENTS

Consortium of University Public Service Organizations, Vice President - 2021

Two-year appointment (President in 2022)

Virginia State Crime Commission, Gubernatorial Appointee - 2020 - Present

Two-year appointment made by Virginia Governor Ralph Northam

Policy Issues Addressed:

- Automatic expungement of criminal records
- Elimination of mandatory-minimum sentences
- Pre-trial data collection; diversion programs
- Vacatur of convictions for victims of sex trafficking

Virginia Department of Public Safety and Homeland Security's "Parole Authorities as Key
Partners in Achieving Sound Criminal Justice Policy Goals" Team Member (funded by the
National Governors Association) - January-May 2019

Nine-month appointment made by Department of Public Safety and Homeland Security Secretary Brian J.
Moran

Policy and Institutional Issues Addressed:

- Addressed key issues returning citizens face when on parole such as housing barriers and employment options
- Department of Corrections Institutional Cohesion with Community Resources
- Best Practices to Reduce Recidivism and Improve Reentry Outcomes
- Recommendations for personnel additions to improve reentry process

Center for Nonprofit Excellence, Board Member - 2019 - Present
Charlottesville, VA

Grow South Initiative, Advisory Council Member - 2017 -2018
City of Dallas Mayor's Office, Dallas, TX

Grow South-Grow Strong Steering Committee, Advisory Member - 2016 - 2017
United Way of Metropolitan Dallas, Dallas, TX

Superintendent's Advisory Committee, Member - 2016 - 2017
Dallas Independent School District, Dallas, TX

Leadership Southwest, Principal Leadership Development Trainer - 2014 - 2018
Dallas, TX

ADDITIONAL PROFESSIONAL EXPERIENCE

Program Coordinator, Center for Public Administration, Montenegro – 2004
Podgorica, Montenegro, 2004

University of Texas at Arlington, Arlington, TX/Podgorica, Montenegro
School of Urban and Public Affairs

U.S. State Department Bureau of Educational and Cultural Affairs (Grant)

Intern, Office of the District Attorney/Department of Housing and Community Development –
2001 - 2003
County of San Diego, San Diego, California

Project Coordinator, Department of Parks and Recreation – 1999 - 2000
City of Santa Barbara, Santa Barbara, California

PROFESSIONAL MEMBERSHIPS

Pi Alpha Alpha, the Public Administration Honor Society

SCHOLARSHIPS AND AWARDS

Mayor's Star Council Alumni Achievement Award, 2018

The University of Texas at Dallas Public Affairs Graduate Student Scholarship, 2004 - 2007

International Education Scholarship for dissertation research abroad, University of Texas at Dallas, 2005