

## TODD L. ELY

School of Public Affairs  
University of Colorado Denver  
Campus Box 142, P.O. Box 173364  
Denver, CO 80217-3364

Tel. 303-315-2152  
Fax 303-315-2229  
todd.ely@ucdenver.edu

### EDUCATION

- May 2010            **New York University, Robert F. Wagner Graduate School of Public Service**  
Ph.D. in Public Administration
- Dissertation: *Three Essays on School Capital: Distribution, Determinants, and the Effects of Litigated Reform*
- Fields:            Financial Management and Public Finance, Public Policy,  
Quantitative Research Methods
- May 1998            **University of Arizona, School of Public Administration and Policy**  
Master of Public Administration
- May 1995            **Emory University, Department of Political Science**  
Bachelor of Arts with Honors and Master of Arts

### RESEARCH AND TEACHING INTERESTS

Public and Nonprofit Financial Management, State and Local Government, Public Finance, Education Policy and Finance, Research Methods

### PROFESSIONAL EXPERIENCE

- 06/17 – present    **University of Colorado Denver, School of Public Affairs, Associate Professor**
- 02/22 – present    **University of Colorado Denver, School of Public Affairs, Associate MPA Program Director**
- 08/21 – present    **University of Colorado Denver, Budget Priorities Committee (BPC), Chair**
- 10/16 – present    **University of Colorado Denver, School of Public Affairs, Center for Local Government Research and Training, Director**
- 09/10 – 06/17      **University of Colorado Denver, School of Public Affairs, Assistant Professor**
- 09/09 – 05/10      **University of Colorado Denver, School of Public Affairs, Center for Education Policy Analysis, Senior Professional Research Assistant**
- 10/08 – 06/09      **New York University, Institute for Education and Social Policy, Research Assistant**
- 05/07 – 07/09      **Governance Institute, Researcher**

- Government by Investigation Project, P.I. Paul C. Light
- 04/05 – 05/07 **New York University, Robert F. Wagner Graduate School of Public Service - The Organizational Performance Initiative, Project Assistant**
  - Government Capacity Project, P.I. Paul C. Light
- 01/05 - 05/08 **New York University, Robert F. Wagner Graduate School of Public Service, Lecturer on Public Administration and Teaching Colleague**
  - Debt Financing and Management for Public Organizations, Spring 2008
  - Financial Management for Public, Health, and Not-for-Profit Organizations, Spring 2005 – Summer 2006
- 05/02 - 12/03 **University of Arizona, School of Public Administration and Policy, Program Coordinator, Sr.**
  - Responsible for Master of Public Administration (MPA) program operations
- 09/98 - 05/02 **Accenture (formerly Andersen Consulting), Consultant**
  - Assisted organizations in designing and implementing business systems
- 08/97 - 08/98 **University of Arizona, School of Public Administration and Policy, Research Assistant**
  - Conducted interviews and gathered data for a National Science Foundation/EPA Grant, P.I. Edella Schlager

## PEER-REVIEWED PUBLICATIONS

- Ely, T., Calabrese, T., and J. Jung. Research Implications of Electronic-Filing of Nonprofit Information: Lessons from the United States' Internal Revenue Service Form 990 Series. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, DOI: 10.1007/s11266-021-00398-8, <https://rdcu.be/cxuqa>.
- Calabrese, T. and Ely, T. How U.S. Private Foundations Change Payouts Based on Financial Shocks: Revealed Publicness or Revealed Privatness? *Journal of Public Administration Research and Theory*, 32, no. 1 (January 2022): 166-182.
- Hogg-Graham, R., Edwards, K., Ely, T., Mochizuki, M., and D. Varda. Exploring the Capacity of Community-based Organisations to Absorb Health System Patient Referrals for Unmet Social Needs. *Health and Social Care in the Community*, 29, no. 2 (March 2021): 487-495.
- Varda, D., Edwards, K., Ely, T., and R. Hogg Graham. Community Carrying Capacity to Address Health System Referrals: A Networked Approach. *Journal of Health and Human Services Administration*, 43, no. 2 (2020): 154-177.
- Ely, T., Katz, J., and T. Calabrese. Starting from Scratch: Building of meaningful endowments by public charities. *Nonprofit Management & Leadership*, 31, no. 1 (Fall 2020): 33-55.
- Ely, T., Edwards, K., Hogg Graham, R., and D. Varda. Using Social Network Analysis to Understand the Perceived Role and Influence of Foundations. *Foundation Review*, 12, no. 1 (March 2020): 30-44.

- Ely, T., Propheter, G., Jones, R., and S. Wasserman. What Gets Measured, Gets Done: Understanding and Addressing Middle-Class Challenges. *Public Administration Review*, 79, no. 5 (Sept./Oct. 2019): 768-771.
- Crow, D., Albright, E., Ely, T., Koebele, E. and L. Lawhon. Do Disasters Lead to Learning? Financial Policy Change in Local Government. *Review of Policy Research*, 35, no. 4 (July 2018): 564-589.
- Calabrese, T. and Ely, T. Understanding and Measuring Endowment in Public Charities. *Nonprofit and Voluntary Sector Quarterly*, 46, no. 4 (August 2017): 859-873.
- Ely, T. and Calabrese, T. Public Borrowing for Private Organizations: Costs and Structure of Tax-Exempt Debt through Conduit Issuers. *Public Budgeting & Finance*, 37, no. 1 (Spring 2017): 3-25.
- Ely, T. and Martell, C. Costs of Raising (Social) Capital through Mini-Bonds. *Municipal Finance Journal*, 37, no. 3 (Fall 2016): 23-44.
- Ely, T. and Calabrese, T. Leveling the Field: The Taxpayer Relief Act of 1997 and Tax-Exempt Borrowing by Nonprofit Colleges and Universities. *National Tax Journal*, 69, no. 2 (June 2016): 387-412.
- Calabrese, T. and Ely, T. Borrowing for the Public Good: The Growing Importance of Tax-Exempt Bonds for Public Charities. *Nonprofit and Voluntary Sector Quarterly*, 45, no. 3 (June 2016): 458-477.
- Ely, T. and Calabrese, T. To Give is to Get: The Promotional Role of Investment Bankers in Local Bond Elections. *The American Review of Public Administration*, 45, no. 5 (September 2015): 503-524. (lead article)
- Ely, T. Government by Advice: Public Participation and Policymaking through Advisory Ballot Measures. *State and Local Government Review*, 47, no. 2 (2015): 92-101.
- Ely, T. and Teske, P. Implications of Public School Choice for Residential Location Decisions. *Urban Affairs Review*, 51, no. 2 (March 2015): 175-204.
- Calabrese, T. and Ely, T. Pension Bonds and Government Spending. *Public Budgeting & Finance*, 33, no. 4 (Winter 2013): 43-65.
- Ely, T. and Fermanich M. Learning to Count: School Finance Formula Count Methods and Attendance-Related Student Outcomes. *Journal of Education Finance*, 38, no. 4 (Spring 2013): 343-369.
- Ely, T., Martell, C. and Kioko, S. Determinants of the Credit Rating Fee in the Municipal Bond Market. *Public Budgeting & Finance*, 33, no. 1 (Spring 2013): 25-48.
- Ely, T. and Jacob, B. Beating the Clock: Strategic Management under the Threat of Direct Democracy. *Public Administration Review*, 73, no. 1 (Jan./Feb. 2013): 38-48.

Ely, T. Indirect Aid for Uncertain Times: The Use of State Credit Enhancement Programs. *Municipal Finance Journal*, 33, no. 2 (Summer 2012): 61-86.

Ely, T. No Guaranties: The Decline of Municipal Bond Insurance. *Public Budgeting & Finance*, 32, no. 1 (Spring 2012): 105–127.

## **BOOKS AND BOOK CHAPTERS**

Ely, T. and Guy, M. “Understanding Legal Constraints and Internal Management Practices.” In *The Effective Local Government Manager*, Fourth Edition (Robert E. Lee & Michael Abels, eds.). Washington, D.C.: International City/County Management Association, 2022 (forthcoming).

Guy, M. and T. Ely. *Essentials of Public Service: An Introduction to Contemporary Public Administration*. 2<sup>nd</sup> edition. Melvin & Leigh, Publishers: Irvine, CA, 2022 (ISBN: 978-1-73604022-5).

Calabrese, T. and T. Ely. Nonprofit Profits: Slack, Surplus, and Reserves, in *Financing Nonprofit Organizations* (M. Elena Romero-Merino and Inigo Garcia-Rodriguez, eds.), Routledge, 2020.

Ely, T. The Quality of Enrollment Forecasts by Nonprofit Charter Schools, in *The Palgrave Handbook of Government Budget Forecasting* (Daniel Williams and Thad Calabrese, eds.), Palgrave Macmillan, 2019.

Guy, M. and T. Ely. *Essentials of Public Service: An Introduction to Contemporary Public Administration*. Melvin & Leigh, Publishers: Irvine, CA, 2018 (ISBN: 978-0-99923590-4).

Ely, T. Capital Financing for Education, in Dominic J. Brewer and Lawrence O. Picus, eds. *Encyclopedia of Education Economics and Finance*, SAGE Reference, 2014: 101-105.

Ely, T. Infrastructure Financing and Student Achievement, in Dominic J. Brewer and Lawrence O. Picus, eds. *Encyclopedia of Education Economics and Finance*, SAGE Reference, 2014: 403-407.

## **OTHER PUBLICATIONS**

Ely, T. L. and Calabrese, T. D. (July 9, 2020). *Borrowing for Impact: Leveraging Foundation Endowments with Debt*. (NCNE Brief No. 2020-1). National Center on Nonprofit Enterprise (NCNE). <https://nationalcne.org/2020/07/16/borrowing-for-impact-leveraging-foundation-endowments-with-debt/>

Ely, T. L., Teske, P., & Swann, W. L. (November 2019). *Executive summary: Learning from the State of Colorado’s recent performance improvement and efficiency initiatives* (Report No. 18-08A). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.

Ely, T. L., Swann, W. L., & Teske, P. (November 2019). *Looking Back, Thinking Forward: Leading Performance Improvement Initiatives in Colorado State Government*. (Report No. 18-08B). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.

- Ely, T. L., Swann, W. L., & Teske, P. (November 2019). *Making it Work (Better): Implementing Performance Improvement Initiatives in Colorado State Government*. (Report No. 18-08C). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.
- Ely, T. L., Teske, P., & Swann, W. L. (November 2019). *Institutionalizing performance: Colorado's SMART Government Act*. (Report No. 18-08D). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.
- Ely, T. L., Teske, P., & Swann, W. L. (November 2019). *Public Display of Performance: The Governor's Dashboard in Colorado*. (Report No. 18-08E). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.
- Swann, W. L., Ely, T. L., & Teske, P. (November 2019). *Leaning In: Lean Process Improvement in Colorado State Government*. (Report No. 18-08F). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.
- Swann, W. L., Ely, T. L., & Teske, P. (November 2019). *Good Government in the States: Placing Colorado in the National Landscape of Performance Improvement Initiatives*. (Report No. 18-08G). Denver, CO: Colorado Evaluation and Action Lab at the University of Denver.
- Ely, T. (August 2019). *Colorado Paint Stewardship Program Financial Assessment*, Colorado Department of Public Health and Environment (CDPHE) Hazardous Materials and Waste Management Division. Available at: <https://environmentalrecords.colorado.gov/HPRMWebDrawerHM/RecordView/447957>
- Baxter, P., Ely, T., & Teske, P. Redesigning Denver's Schools: The Rise and Fall of Superintendent Tom Boasberg. *Education Next*. Spring 2019/Vol. 19, No. 2: 44-56.
- Ely, T. & Propheter, G. *Colorado's Middle Class Families: Characteristics and Cost Pressures*. Center for Local Government Research and Training, University of Colorado Denver: July 2018.
- Baxter, P., Ely, T., & Teske, P. A Bigger Slice of the Money Pie: Charters in Colorado and Florida Win Share of Local Tax Dollars. *Education Next*. Spring 2018/Vol. 18, No. 2: 32-38.
- Ely, T. & Rhodes, A. *Nonresident Fees: Practices and Challenges in Colorado Parks and Recreation*. Center for Local Government Research and Training, University of Colorado Denver: February 2018.
- Ely, T. and Calabrese, T. *Financial Reporting Practices for Government Conduit Debt Obligations*. Gil S. Crain Memorial Research Grant Report for the Government Accounting Standards Board (GASB). December 2016.
- Teske, P., Yettick, H., Ely, T., & M. Klute. Denver makes a fairer choice. *Phi Delta Kappan*, 97, no. 2 (October 2015): 68-73.
- Ely, T. More and Better Learning Time (MBLT) Research Briefs for the Ford Foundation. School of Public Affairs, University of Colorado Denver.  
*Charter Schools and Expanded Learning Time*, September 2015.  
*Teacher Time and Collective Bargaining Agreements* (with A. Cheng), September 2015.

*Year-Round School Calendars and Calendar Shifts* (with A. Cheng), September 2015.  
*Breakfast-After-the-Bell: Implications for Students and Schedules* (with A. Cheng), Sept. 2015.  
*Reversing Course: Retrenchment in Expanded Learning Time*, July 2016.  
*Innovation Schools and Expanded Learning Time*, October 2016.  
*Funding Expanded Learning Time in Denver-area Schools*, November 2016.  
*Generating 'More and Better Learning Time' at the District Level: The Case of Englewood Schools*, December 2016.

Ely, T. and Teske, P. *School Transportation in Colorado: Implications for Expanded Learning Time*. Prepared for Mile High Connects. School of Public Affairs, University of Colorado Denver: May 2014.

Ely, T. and Teske, P. *Success Express: Transportation Innovation in Denver Public Schools*. Prepared for Mile High Connects. School of Public Affairs, University of Colorado Denver: February 2014.

Ely, T. *Managing the Fiscal Metropolis: The Financial Policies, Practices, and Health of Suburban Municipalities* by Rebecca M. Hendrick, *International Public Management Journal*, 16, no. 1 (2013): 167-170.

Dougherty, P., Ely, T., and Reichardt, R. "ProComp History and DPS Overview", in *Making a Difference in Education Reform: ProComp External Evaluation Report 2006-2010*. Prepared for the Denver Public Schools. The Evaluation Center, University of Colorado Denver: October 2011, pgs. 12-32.

Reichardt, R., Ely, T., and Dougherty, P., "Attracting and Retaining High Quality Educators", in *Making a Difference in Education Reform: ProComp External Evaluation Report 2006-2010*. Prepared for the Denver Public Schools. The Evaluation Center, University of Colorado Denver: October 2011, pgs. 127-159.

Weinstein, M., Jacobowitz, R., Ely, T., Landon, K., and Schwartz, A.E. *New Schools, New Leaders: A Study of Principal Turnover and Academic Achievement at New High Schools in New York City*. Condition Report Prepared for the Education Finance Research Consortium. Institute for Education and Social Policy, New York University: June 2009.

## **RESEARCH FUNDING AND CONSULTING**

2020	University of Colorado Denver, Presidential Initiative on Urban and Place-Based Research, "Understanding and Leveraging Philanthropic Foundations in Colorado's Urban Areas" (PI)
2020	Jake Jabs Center for Entrepreneurship, University of Colorado Denver Business School, Entrepreneurship Summer Research Grant, "Tools to Leverage Endowment Assets for Greater Social Impact"
2020 -	U.S. Department of Education, "Credit Enhancement Program Technical Assistance and Monitoring", Subject Matter Expert (Manhattan Strategy Group)
2019 – 2020	School of Public Affairs Faculty Investment Fund, University of Colorado Denver, "IRS Form 990 Redesign"
2019	Colorado Department of Public Health and Environment (CDPHE), "Colorado Paint Stewardship Program Financial Assessment Project"
2018 – 2019	The Barton Institute for Philanthropy and Social Enterprise, "Learning from the State of Colorado's Recent Performance and Efficiency Initiatives," Colorado

- Evaluation and Action Lab's Quick Turn Around, Actionable Research to Improve the Lives of Coloradans (PI with P. Teske)
- 2018 – 2019 Investigator, "Aligning the Delivery and Finance Systems of the Social Service Sector to Absorb Hospital/Clinical Social Determinant of Health Referrals," Robert Wood Johnson Foundation's Systems for Action: Systems and Services Research for a Culture of Health (D. Varda, PI)
- 2017 – 2018 The Bell Policy Center, "Middle Class Economic Analysis" (co-PI with G. Propheeter)
- 2016 School of Public Affairs Faculty Investment Fund, University of Colorado Denver, "Managing Capital in Nonprofit and Public Organizations"
- 2015 – 2019 U.S. Department of Education, "Credit Enhancement Program Technical Assistance and Monitoring", Subject Matter Expert/Consultant (Westat)
- 2014 Government Accounting Standards Board (GASB) Gil S. Crain Memorial Research Grant, "Interpretation No. 2, Disclosure of Conduit Debt Obligations" (co-PI with T. Calabrese)
- 2013 – 14 The Denver Foundation (on behalf of Mile High Connects), "Transportation Strategies for Extended Learning Time in Colorado" (co-PI with P. Teske)
- 2013 – 16 Ford Foundation, "Denver Metro Area 'More and Better Learning Time' (MBLT) Landscape"
- 2012 – 13 Faculty Development Grant, University of Colorado Denver, "Nonprofit Financial Management Project"
- 2011 – 12 American Educational Research Association (AERA) Research Grants Program (NSF Grant DRL-0941014), "Parents, Families, and School Choice" (co-PI with P. Teske)
- 2011 – 16 Young Upwardly Mobile Professors (YUMPS) Grant, University of Colorado Denver

## AWARDS

- 2020 & 2022 Faculty Teaching Award CY2019 and CY2021, School of Public Affairs, University of Colorado Denver
- 2019 - Senior Fellow, Colorado Applied Research and Action Network (CARAN)
- 2019 Faculty Service Award CY2018 and Research Award Honorable Mention CY2018, School of Public Affairs, University of Colorado Denver
- 2017 Faculty Research Award CY2016 and Service Award Honorable Mention CY2016, School of Public Affairs, University of Colorado Denver
- 2016 Faculty Teaching Award Honorable Mention CY2015 and Research Award Honorable Mention CY2015, School of Public Affairs, University of Colorado Denver
- 2015 Faculty Teaching Award CY2014, School of Public Affairs, University of Colorado Denver
- 2014 Downtown Denver Faculty Assembly Award, University of Colorado Denver Faculty Recognition Program (March)
- 2014 Faculty Research Award Honorable Mention CY2013, School of Public Affairs, University of Colorado Denver
- 2012 Summer WebCamp 2012, University of Colorado Denver
- 2011 American Educational Research Association (AERA), Faculty Institute for the Teaching of Statistics with Large-Scale Data Sets
- 2009, 2010 Roe L. Johns Travel Grant, American Education Finance Association
- 2008 Steven A. Finkler Doctoral Student Teaching Award, NYU Wagner

2004 - 07      Doctoral Student Tuition Scholarship, NYU Wagner  
1998            Presidential Management Intern Finalist  
1998            Arizona City/County Managers' Association Andrews Scholarship  
1996 - 97      University of Arizona Graduate Tuition Scholarship  
1994            Phi Beta Kappa  
1991 - 95      Robert W. Woodruff Scholar at Emory University

## **CONFERENCE & INVITED PRESENTATIONS**

- Ely, T. Mythbusters: Nonprofit Finance Edition ("Nonprofits shouldn't take on debt"). Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2021.
- Ely, T. L., Katz, J., & Calabrese, T. D. Responsiveness of Rulemaking to Public Comments. Association for Budgeting and Financial Management (ABFM) Conference, Washington, D.C., October 2021.
- Ely, T. L., Katz, J., & Calabrese, T. D. Viewing Nonprofit Priorities through Public Comments: The Redesign of the IRS Form 990. ARNOVA Annual Conference. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 2020.
- Ely, T. L. Private Foundation Management Behavior Under Public Constraints. Center for Policy Research Seminar Series. The Maxwell School of Citizenship and Public Affairs, Syracuse University, October 29, 2020.
- Ely, T. L. Private Foundation Management Behavior Under Public Constraints. Martin School Seminar. Martin School of Public Policy and Administration, University of Kentucky, October 23, 2020.
- Ely, T. L. What's the Capacity of Your Local Social Sector? Strategies to Respond to Growing Demand for Services. In Alliance for Strong Families and Communities Webinar. Alliance for Strong Families and Communities, June 2020.
- Ely, T. Assessing Community Carrying Capacity. Back-to-School: Lessons from Public Administration, Colorado City & County Management Association Annual Conference, Glenwood Springs, CO, February 2020.
- Ely, T., Katz, J., and Calabrese, T. Built to Last: Endowment Building Strategies and Repercussions for Charitable Nonprofits. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, San Diego, CA, November 2019.
- Ely, T., Teske, P., and Swann, W. Institutionalizing Performance Management and Budgeting in State Government. Association for Budgeting and Financial Management (ABFM) Conference, Washington, D.C., September 2019.
- Ely, T., Katz, J., and Calabrese, T. Built to Last: Endowment Building Strategies and Repercussions for Charitable Nonprofits. Association for Budgeting and Financial Management (ABFM) Conference, Washington, D.C., September 2019.
- Ely, T., Calabrese, T., and Katz, J. Starting from Scratch: Endowment Building in Charitable Nonprofits. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Austin, TX, November 2018.



- Jung, J. and Ely, T. Balancing Management Capacity and Grant-Making in Private Foundations: An Investigation of Other Professional Fees. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Austin, TX, November 2018.
- Ely, T. Does Citizen Oversight Matter for Government Outcomes? Evidence from Municipal Bonds. Association for Budgeting and Financial Management (ABFM) Conference, Denver, CO, October 2018.
- Ely, T. Starting from Scratch: Endowment Building in Charitable Nonprofits. Association for Budgeting and Financial Management (ABFM) Conference, Denver, CO, October 2018.
- Ely, T. and Jones, R. Measuring and Responding to Middle-Class Challenges: The State Perspective. The Biden Challenge: How to Revitalize the Middle Class, University of Delaware, Newark, DE, September 28, 2018.
- Ely, T., Crow, D., Albright, E., Koebele, E. and Lawhon, L. Financial Management Lessons from Natural Disaster Recovery: A Study of Flood Affected Communities in Colorado. Association for Budgeting and Financial Management (ASPA) Conference, Denver, CO, March 2018.
- Ely, T. and Calabrese, T. Through Thick and Thin: Private Foundation Payouts Across Time. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Grand Rapids, MI, November 2017.
- Ely, T., Crow, D., Albright, E., Koebele, E. and Lawhon, L. Financial Resilience and Policy Learning in the Aftermath of Natural Disasters: A Study of Flood-Affected Communities in Colorado. Association for Budgeting and Financial Management (ABFM) Conference, Washington, D.C., September 2017.
- Ely, T. Applied Research in Public Finance Conference at Indiana University, Bloomington, IN, April 2017 (Invited Discussant).
- Ely, T. and Calabrese, T. Determinants of Nonprofit Endowment Payouts. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Washington, D.C., November 2016.
- Ely, T. State Credit Enhancement Programs and Borrowing Activity. Association for Budgeting and Financial Management Conference, Seattle, WA, October 2016.
- Calabrese, T. and Ely, T. Understanding Endowment, Measurement, and Data for Research. Western Social Science Association (WSSA), Reno, NV, April 2016.
- Ely, T. and Martell, C. Costs of Raising (Social) Capital through Mini-bonds. Western Social Science Association (WSSA), Reno, NV, April 2016.
- Ely, T. and Calabrese, T. Management Capacity and Charter School Enrollment Projection Accuracy. Association of Education Finance and Policy Conference (AEFP) Conference, Denver, CO, March 19, 2016.

- Ely, T. and Jacob, B. Local Control and the Administration of Sales and Use Tax. Association for Budgeting and Financial Management (ABFM) Conference, Washington, D.C., October 2015.
- Ely, T. and Calabrese, T. Budget Uncertainty and the Quality of Nonprofit Charter School Enrollment Projections. a) Association of Education Finance and Policy Conference (AEFP) Conference, Washington, D.C. February 27, 2015 and b) Western Social Science Association (WSSA), Portland, OR, April 9, 2015.
- Ely, T. and Fermanich, M. Building Blocks: State Funding Policies and Charter School Facilities. Association of Education Finance and Policy Conference (AEFP) Conference, Washington, D.C. February 27, 2015.
- Ely, T. and Calabrese, T. Access to Low-Cost Capital for Nonprofit Organizations. Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Denver, Colorado, November 20, 2014.
- Ely, T. and Calabrese, T. Leveling the Field: The Role of Tax-Exempt Debt in Financing Nonprofit Institutions of Higher Education. National Tax Association Conference, Santa Fe, New Mexico, November 13, 2014.
- Ely, T. and Calabrese, T. The Financial Consequences of Government Support to Not-for-Profit Organizations. Association for Public Policy and Management (APPAM) Conference, Albuquerque, New Mexico, November 6, 2014.
- Ely, T. and Calabrese, T. Availability and Costs of Tax-Exempt Debt for Nonprofit Organizations. Association for Budgeting and Financial Management (ABFM) Conference, Grand Rapids, Michigan, October 3, 2014.
- Ely, T. and Fermanich, M. Building Blocks: State Funding Policies and Charter School Facilities. Association for Budgeting and Financial Management (ABFM) Conference, Grand Rapids, Michigan, October 2, 2014.
- Ely, T. and Calabrese, T. Leveling the Field: The Role of Tax-Exempt Debt in Financing Nonprofit Institutions of Higher Education. 2014 Municipal Finance Conference (Hosted by the Brandeis International Business School and The Bond Buyer), Boston, Massachusetts, July 31, 2014.
- Ely, T. and Calabrese, T. (paper presented by co-author) Tax-Exempt Debt and Nonprofit Institutions of Higher Education. Western Social Science Association, Albuquerque, New Mexico, April 2014.
- Ely, T. and Calabrese, T. The Role of Tax-Exempt Debt in Financing Nonprofit Institutions of Higher Education. Association of Education Finance and Policy Conference, San Antonio, Texas, March 2014.
- Ely, T. Sharing the Local Story: Success Express. Housing, Transportation, and Education Nexus: An invited, national policy symposium spotlighting Denver's Mile High Connects, Denver, Colorado, February 12, 2014 (Invited Talk).
- Ely, T. and Calabrese, T. Borrowing for the Public Good: The Use of Tax-Exempt Debt by Charities. a) Association for Budgeting and Financial Management (ABFM) Conference, Washington, D.C.,

- October 2013 and b) Association for Public Policy and Management (APPAM) Conference, Washington, D.C., November 2013.
- Ely, T. Charter School Growth and Financing. Colorado Educational and Cultural Facilities Authority (CECFA), Board of Directors Annual Planning Meeting, Vail, Colorado, September 27, 2013 (Invited Talk).
- Ely, T. and Jacob, B. The Implications of Local Sales Tax Administration for Municipal Financial Health and Management. 9th Transatlantic Dialogue on Strategic Management of Public Organizations, Baltimore, Maryland, June 2013.
- Ely, T. and Jacob, B. Scale Economies versus Incentives: The Local Administration of Sales Taxes. Western Social Science Association Conference, Denver, Colorado, April 2013.
- Ely, T. and Calabrese, T. To Give is to Get: The Promotional Role of Investment Bankers in School District Bond Elections. Association of Education Finance and Policy Conference, New Orleans, Louisiana, March 2013.
- Ely, T. and Calabrese, T. Campaigning for Pay: The Promotional Role of Investment Bankers in Local Government Bond Elections, Association for Budgeting and Financial Management Conference, New York, New York, October 2012.
- Ely, T. and Fermanich, M. Learning to Count: Student Count Methods and Student Outcomes. Association for Budgeting and Financial Management Conference, New York, New York, October 2012.
- Ely, T. Residential Location Decisions and School Choice Behavior. Association of Education Finance and Policy Conference, Boston, Massachusetts, March 2012.
- Ely, T. and Fermanich M. Learning to Count: Student Count Methods in State School Finance Formulas and Student Outcomes. Association of Education Finance and Policy Conference, Boston, Massachusetts, March 2012.
- Reichardt, R. and Ely, T. Impact of Denver's ProComp System on Teacher Recruitment and Retention. Association of Education Finance and Policy Conference, Boston, Massachusetts, March 2012.
- Ely, T. and Fermanich M. Building Blocks: Financing Charter School Facilities. Association for Budgeting and Financial Management Conference, Washington, D.C., October 2011.
- Ely, T., Martell, C. and Kioko, S. Unveiling the Mystery of the Credit Rating Agency Fee. Association for Budgeting and Financial Management Conference, Washington, D.C., October 2011.
- Ely, T. and Jacob, B. Local Political Economy. New Frontiers Fall 2011 Workshop on Policy Process Research, University of Colorado Denver, October 12, 2011 (Invited Talk).
- Ely, T. Indicators of Charter School Financial Health, Get Smart Schools Business Manager's Intensive Training, July 14, 2011 (Invited Talk).

- Ely, T. and Jacob, B. Strategic Management in the Context of Fiscal Uncertainty: How Direct Democracy Influences the Potential for Strategic Management. 7th Transatlantic Dialogue on Strategic Management of Public Organizations, Newark, New Jersey, June 2011 (Invited Talk).
- Calabrese, T. and Ely, T. Money for Nothing? Pension Bonds and Government Spending. Western Social Science Association Conference, Salt Lake City, Utah, April 2011.
- Ely, T. Indirect Aid for Uncertain Times: State Credit Enhancement Programs for School Districts. Association of Education Finance and Policy Conference, Seattle, Washington, March 2011.
- Calabrese, T. and Ely, T. School District Pension Bond Issuance and the Influence on Spending Behavior. Association of Education Finance and Policy Conference, Seattle, Washington, March 2011.
- Ely, T. The Post-Credit Crisis Value of State Credit Enhancement Programs. Association for Budgeting and Financial Management Conference, Omaha, Nebraska, October 2010.
- Ely, T. Equity, Adequacy, and Measurement of School Facility Quality in New York State. American Education Finance Association Conference, Richmond, Virginia, March 2010.
- Ely, T. The Effect of Litigated State Finance Reform on School Capital Spending. Presented at a) National Tax Association Conference, Denver, Colorado, November 2009, b) American Education Finance Association Conference, Nashville, Tennessee, March 2009, and c) New York University Wagner Graduate School of Public Service Doctoral Colloquium, New York, New York, February 2010.
- Ely, T. and Heikkila, T. A Comparative Analysis of the Effect of State Institutions on the Proliferation of Special District Governments. State Politics and Policy Conference, Tucson, Arizona, March 2003.

## **MEDIA COVERAGE**

- “Election-Palooza 2021.” *City Cast Denver*. October 22, 2021 (<https://denver.citycast.fm/>).
- “Bringing Blockchain to the Community: Berkeley among cities exploring “microbond” investment vehicles marketed directly to residents.” *Crypto Quarterly*. April 23, 2021 (<https://a16z.com/crypto-quarterly/>).
- Shinn, Mary. “Colorado Springs City Council approves bonds for developer, lawsuit seeks details.” *The Gazette*. September 6, 2020 (<https://gazette.com/premium/colorado-springs-city-council-approves-bonds-for-developer-lawsuit-seeks-details>).
- Shinn, Mary. “Neighboring businesses complain Scheels All Sports is getting breaks at their expense.” *The Gazette*. September 5, 2020 (<https://gazette.com/premium/neighboring-businesses-complain-scheels-all-sports-is-getting-breaks-at-their-expense>).
- “Denver RTD discusses how financial impacts of COVID-10 will reshape agencies’ future transit service.” *Mass Transit*. August 20, 2020 (<https://www.masstransitmag.com/management/press-release/21151125/regional-transportation-district-rtd-denver-rtd-discusses-how-financial-impacts-of-covid10-will-reshape-agencies-future-transit-service>).

Mika, Dan. "Historic demands on Colorado unemployment trust fund pose risk of payroll tax hike." *Greeley Tribune*. April 11, 2020 (<https://www.greeleytribune.com/news/historic-demands-on-colorado-unemployment-trust-fund-pose-risk-of-payroll-tax-hike/>).

Aguilar, John. "Coronavirus forces some Colorado cities to try virtual democracy." *The Denver Post*. April 6, 2020 (<https://www.denverpost.com/2020/04/06/coronavirus-colorado-virtual-city-council-meetings/>).

Wanek-Libman, Mischa. "Denver RTD moves May service changes up to April as it deals with financial stress surrounding novel coronavirus pandemic." *Mass Transit*. March 25, 2020 (<https://www.masstransitmag.com/management/article/21131262/denver-rtd-moves-may-service-changes-up-to-april-as-it-deals-with-financial-stress-surrounding-novel-coronavirus-pandemic>).

"As Fewer Riders Use Transit During Covid-19, RTD Feels Financial Impacts." RTD News|Stop. March 24, 2020 (<https://www.rtd-denver.com/news-stop/news/fewer-riders-use-transit-during-covid-19-rtd-feels-financial-impacts>).

Albright, Amanda. "The Fall of the Muni Startup That Wanted to Upend Wall Street." *Bloomberg*. October 16, 2019 (<https://www.bloomberg.com/news/articles/2019-10-16/the-fall-of-the-muni-startup-that-wanted-to-upend-wall-street>).

Aguilar, John. "C-470 construction likely to stretch into 2020, and Wall Street doesn't like it." *The Denver Post*. September 23, 2019 (<https://www.denverpost.com/2019/09/23/c470-cdot-fitch-express-lanes/>).

Barber, Gregory. "How a Blockchain Could Help Roll Out Berkeley's Next Fire Truck". *WIRED*. July 9, 2019 (<https://www.wired.com/story/how-blockchain-berkeley-next-fire-truck/>).

Axelrod, Jason. "The mini-bond issue". *American City & County*. November 7, 2018 (<https://www.americancityandcounty.com/2018/11/07/the-mini-bond-issue/>).

Cornwall, Gail. "How to Create Learning Opportunities for Kids on the Bus". *KQED News*. September 10, 2018 (<https://www.kqed.org/mindshift/52116/how-to-create-learning-opportunities-for-kids-on-the-bus>).

Roberts, Michael. "Why It's Getting Harder to Reach the Middle Class in Colorado". *Westword*. August 3, 2018 (<https://www.westword.com/news/why-its-getting-harder-to-reach-the-middle-class-in-colorado-10555088>).

Svaldi, Aldo. "Colorado income gains continue to flow disproportionately to the top, study says". *The Denver Post*. July 26, 2018 (<https://www.denverpost.com/2018/07/26/colorado-income-gains-comparison/>).

Miller, Blair. "Report says income levels make it 'impossible' for many in Colorado to live middle class lifestyle". *Denver 7 ABC*. July 17, 2018 (<https://www.thedenverchannel.com/money/report-says-income-levels-make-it-impossible-for-many-in-colorado-to-live-middle-class-lifestyle>).

Mullane, Shannon. "The middle class is shrinking in Colorado". *The Colorado Independent*. July 13, 2018 (<https://www.coloradoindependent.com/171150/colorado-middle-class-shrinking>).

Dean, Ashley. "Report: It's "impossible" for most middle-income Coloradans to live a middle-class lifestyle". *Denverite*. July 12, 2018 (<https://denverite.com/2018/07/12/report-its-impossible-for-most-middle-income-coloradans-to-live-a-middle-class-lifestyle/>).

Cornwall, Gail. "Will Ride-Sharing Replace Traditional School Buses?" *U.S. News & World Report*. June 6, 2018 (<https://www.usnews.com/news/best-states/articles/2018-06-06/will-ride-sharing-replace-traditional-school-buses>).

Cornwall, Gail. "Why Tech Is Prepping To Overhaul School Transportation". *Forbes*. May 1, 2018 (<https://www.forbes.com/sites/gailcornwall/2018/05/01/why-tech-is-prepping-to-overhaul-school-transportation/#c99206f588a8>).

Cotton, Anthony. "A New Study Finds Colorado's Middle Class Is Squeezed and Stressed". *Colorado Matters (Colorado Public Radio)*. April 12, 2018 (<http://www.cpr.org/news/story/a-new-study-finds-colorado-s-middle-class-is-squeezed-and-stressed>).

Farmer, Liz. "How the Tax Bill Will Change Governments' Borrowing Costs". *Governing.com*, December 20, 2017 (<http://www.governing.com/topics/finance/gov-tax-reform-governments-borrowing-cost-municipal-bond.html>).

Weissmann, Dan. "How Much Has Illinois' Budget Crisis Cost Each State Resident?" *WBEZ News*, June 1, 2017 (<https://www.wbez.org/shows/wbez-news/how-much-has-illinois-budget-crisis-cost-each-state-resident/d94ae8ab-cd01-4558-a374-9d4291dcc74d>).

Ely, Todd. "Raising Financial and Social Capital with Small Denomination Municipal Bonds". Invited blog post with Neighborly. May 9, 2017 (<https://learn.neighborly.com/news/raising-financial-and-social-capital-with-small-denomination-municipal-bonds/>).

Robles, Yesenia. "Riding the Success Express: How limited transportation undermines school choice — even in Denver". *Chalkbeat Colorado*, March 21, 2017 (<http://www.chalkbeat.org/posts/co/2017/03/21/how-limited-transportation-undermines-school-choice-even-in-denver/>).

Robinson, Alicia. "Are Riverside's pension bonds a problem? Some city officials want to pay it off using new sales tax dollars". *The Press Enterprise*, January 6, 2017 (<http://www.pe.com/articles/city-822601-debt-bonds.html?page=1>).

Hampton, Liz. "Energy companies spend big to fight Colorado ballot initiatives". *Reuters*, July 14, 2016 (<http://www.reuters.com/article/us-fracking-colorado-vote-idUSKCN0ZU2FF>).

Casey, Jack. "George K. Baum FINRA Case Shows Excessive Fee, Bond Ballot Concerns". *The Bond Buyer*, February 23, 2016.

Preston, Darrell. "George K. Baum Overcharged School District, Regulator Says". *Bloomberg Business*, February 22, 2016 (<http://www.bloomberg.com/news/articles/2016-02-22/george-k-baum-overcharged-school-district-muni-regulator-says>).

Breitenbach, Sarah. "Despite Risks, State and Local Governments Turn to Pension Obligation Bonds". *Stateline*, August 12, 2015 (<http://www.pewtrusts.org/en/research-and->

analysis/blogs/stateline/2015/08/12/despite-risks-state-and-local-governments-turn-to-pension-obligation-bonds).

Dubroff, Henry and John J. Huggins. "The great pension debate". *The Denver Post*, July 19, 2015, pg. D1 ([http://www.denverpost.com/opinion/ci\\_28499477/dubroff:-the-great-pension-debate](http://www.denverpost.com/opinion/ci_28499477/dubroff:-the-great-pension-debate)).

Podkul, Cezary and Allan Sloan. "When Wall Street Offers Free Money, Watch Out". *The Washington Post*. July 12, 2015 ([http://www.washingtonpost.com/business/when-wall-street-offers-free-money-watch-out/2015/07/10/11452e6e-2583-11e5-b72c-2b7d516e1e0e\\_story.html](http://www.washingtonpost.com/business/when-wall-street-offers-free-money-watch-out/2015/07/10/11452e6e-2583-11e5-b72c-2b7d516e1e0e_story.html)).

Kilbride, Kim. "Will transportation be a game changer?". *South Bend Tribune*, July 11, 2015 ([http://www.southbendtribune.com/news/education/will-transportation-be-a-game-changer/article\\_5af06523-b5ac-54c3-b24c-79786d6ed470.html](http://www.southbendtribune.com/news/education/will-transportation-be-a-game-changer/article_5af06523-b5ac-54c3-b24c-79786d6ed470.html)).

Casey, Jack. "Study Supports Ongoing MSRB Pay-to-Play Monitoring". *The Bond Buyer*, June 26, 2015.

Weissmann, Dan. "How bad are Chicago's debt problems, really?" *Marketplace*, June 9, 2015 (<http://www.marketplace.org/topics/economy/how-bad-are-chicagos-debt-problems-really>).

"China's Cut-Rate Credit Rankings Raise Alarms as Defaults Loom". *Bloomberg Business*, May 10, 2015 (<http://www.bloomberg.com/news/articles/2015-05-10/china-s-cut-rate-credit-rankings-raise-alarms-as-defaults-loom>).

Meltzer, Erica. "Boulder seeks to 'tell story' behind utility debt with change in bond sales". *Boulder Daily Camera*, October 26, 2013.

Weikel, Dan. "County bars bond sales to donors". *Los Angeles Times*, August 7, 2013, LATEXTRA; pg. AA5.

Editorial Desk, "School bond sleaze". *Los Angeles Times*, June 7, 2013, pg. A22.

Weikel, Dan. "School bond reforms sought". *Los Angeles Times*, June 3, 2013, pg. A1.

"Planning Ahead: Does Government 'Beat the Clock'?" *Chicago Policy Review*. May 10, 2013 (<http://chicagopolicyreview.org/2013/05/10/planning-ahead-does-government-beat-the-clock/>).

## **MEMBER**

American Society of Public Administration, Association for Budgeting and Financial Management, Section on Intergovernmental Administration and Management, Association for Research on Nonprofit Organizations and Voluntary Action

## **REVIEWER**

*AERA Open, American Political Science Review, American Review of Public Administration, Center on Reinventing Public Education, CQ Press, Economics of Education Review, Journal of Public Administration Research and Theory, Journal of Public Affairs Education, Journal of Public and Nonprofit Affairs, Journal of Public Budgeting, Accounting & Financial Management, Journal of Urban Affairs, Municipal Finance Journal, National Tax Journal, Nonprofit Management and Leadership,*

*Nonprofit and Voluntary Sector Quarterly, Policy Studies Journal, Public Administration, Public Administration Review, Public Budgeting & Finance, Public Performance and Management Review, Review of Public Personnel Administration, Smith Richardson Foundation, State and Local Government Review, The Foundation Review, Urban Affairs Review*

## **ACADEMIC AND PUBLIC SERVICE**

- 2021 - Member, University of Colorado Faculty Council Budget & Finance Committee
- 2021 - Member, CU Denver Faculty Assembly Executive Committee
- 2020 - Member, National Center on Nonprofit Enterprise Research Advisory Network
- 2020 Presenter, CU Denver School of Public Affairs Webinar: Fiscal Implications of the COVID-19 Crisis for State and Local Governments (and You) (May 21)
- 2020 - Member, CU Denver School of Public Affairs Master of Public Administration (MPA) Committee
- 2019 - Member, *Public Budgeting & Finance* Editorial Board
- 2019 - 2020 Member, CU Denver School of Public Affairs Bachelor of Arts in Public Service (BAPS) Committee
- 2018 Instructor, Certified Public Manager (CPM) Program, Strategic Planning and Management, Vail, CO
- 2018 Presenter, "Gentrification", Diversity in Service Leadership Annual Weekend Conference, Public Policy and International Affairs Program (June 9)
- 2018 Presenter, "Colorado's Middle Class Squeeze: New Data and Insights" School of Public Affairs First Friday Breakfast (April 6)
- 2018 Moderator, "Gentrification in Denver: Can We Achieve Balanced and Equitable Development?" School of Public Affairs First Friday Breakfast (February 2)
- 2017 - Director, Local Government Concentration, CU Denver School of Public Affairs
- 2017 - 2021 Executive Committee Member, American Society for Public Administration (ASPA) Section on Intergovernmental Administration and Management (SIAM)
- 2017 Moderator, "Affordable Housing: What Comes Next?" School of Public Affairs First Friday Breakfast (January 6)
- 2016 - 2018 Member, CU Denver School of Public Affairs Master of Public Administration Committee
- 2016 Member, CU Denver School of Public Affairs Faculty Search Committee
- 2016, 2018 Member, CU Denver School of Public Affairs Academic Personnel Committee (APC)
- 2015 Member, CU Denver School of Public Affairs Scholarship Committee
- 2014 - 2018 Public Representative (Gubernatorial appointment), Colorado Municipal Bond Supervision Advisory Board
- 2014 Invited Speaker, "Transportation Issues in Education and Choice", Education Policy Networking Series, CU Denver School of Public Affairs and School of Education and Human Development (October)
- 2014 Member, CU Denver Academic Program Prioritization Committee
- 2013 - 2021 Vice-Chair, CU Denver (Campus-wide) Budget Priorities Committee (BPC)
- 2013 Participant, Civil Rights Research Roundtable on Education (Denver, Colorado)
- 2013 Moderator, "Denver's Budget: Where We Are and Where We Are Headed", Buechner Institute of Governance (January)
- 2011 - 2013 Member, CU Denver School of Public Affairs Master of Public Administration Committee
- 2011 Moderator, "Ballot Issues and Education Fixes in Colorado", Buechner Institute of Governance (October)
- 2010 - Member, CU Denver (Campus-wide) Budget Priorities Committee (BPC)



2010 - Member, CU Denver School of Public Affairs Budget Priorities Committee (BPC)  
2001 - 2002 Member, AmeriCorps, Twenty-first Century Scholars Program (Bloomington, Indiana)

## **DOCTORAL COMMITTEES**

Emily Brixey, Committee Member  
Karen Aarestad, Advisor (proposal defended Summer 2021)  
Erik Fuller, Advisor, Completed Summer 2021  
Alexis Kennedy, Advisor, Assistant Professor (Colorado State University), Completed Summer 2021  
Jihye Jung, Advisor, Assistant Teaching Professor (Rutgers – Newark), Completed Summer 2020  
Juniper Katz, Committee Member, Assistant Professor (University of Massachusetts Amherst),  
Completed Spring 2020  
Pawinee Chuayprakong, Committee Member (Graduate School of Public Administration - National  
Institute of Development Administration), Completed Summer 2019  
Jennifer Kagan, Committee Member, Assistant Professor (University of Hawaii Manoa),  
Completed Summer 2019  
Sojin Jang, Committee Member, Assistant Professor (University of North Carolina at Pembroke),  
Completed Spring 2018  
Vanessa Fenley, Committee Member, Assistant Professor (University of Nevada Las Vegas),  
Completed Fall 2017  
Brenda Bautsch Dickhoner, Advisor, The Mike A. Leprino Free Enterprise Fellow (Common Sense  
Institute), Completed Spring 2017  
Sam Larson, Committee Member, Assistant Professor (University of Wisconsin Oshkosh, Department  
of Public Administration), Completed Spring 2017  
George Middlemist, Committee Member, Associate Vice President of Administration and Finance and  
Controller (Metropolitan State University of Denver), Completed Spring 2017  
Patrick Lane, Committee Member, Vice President, Policy Analysis and Research (Western Interstate  
Commission for Higher Education), Completed Fall 2015  
B. Kathleen Gallagher, Committee Member, Assistant Professor (Southern Methodist University,  
Meadows School of the Arts), Completed Spring 2014