

Sean Hildebrand
269 North Quad
Ball State University
Department of Political Science
Muncie, IN 47306
(765) 285-8789 (Office)

seanhildebrand@gmail.com or shildebrand@bsu.edu

Linkedin.com Profile: <http://linkd.in/1wbnUZZ>

Twitter Feed: https://twitter.com/Sean_Hildebrand

Ball State Department Profile:

<http://cms.bsu.edu/academics/collegesanddepartments/political-science/about/faculty-staff/faculty/hildebrandsean>

EDUCATION:

Ph.D. **North Carolina State University**, Raleigh, NC
Public Administration, 2012

M.P.A. **University of Delaware**, Newark, DE, 2003

B.A. **University of Delaware**, Newark, DE
Political Science, 2000

Dissertation Topic: “Coerced Confusion: Local Emergency Management Policy Implementation After September 11.” Dissertation Committee: Thomas Birkland (Chair), James Swiss, Richard Clerkin, and Raymond Burby (From UNC-Chapel Hill)

ACADEMIC EMPLOYMENT EXPERIENCE:

Associate Professor (Tenured/Promoted from Assistant Professor – Fall 2022):

Ball State University

Department of Political Science, Muncie, IN
Fall 2015 School Year to Present

Past Positions:

Kean University

Department of Public Administration, Union, NJ
2012-2013 to 2014-2015 School Years (Assistant Professor)

University of Tennessee

Department of Political Science, Knoxville, TN
2010-2011 & 2011-2012 School Years (Lecturer)

North Central College

Department of Political Science and Sociology, Naperville, IL
2009-2010 School Year (Visiting Lecturer)

Western Michigan University

Department of Political Science. Kalamazoo, MI
2008-2009 School Year (Visiting Assistant Professor)

Western Carolina University

Department of Political Science and Public Affairs, Cullowhee, NC
2007-2008 School Year (Visiting Assistant Professor)

University of South Carolina

Department of Political Science and Public Administration, Columbia, SC
2006-2007 School Year (Visiting Assistant Professor)

Graduate Teaching Assistant:

North Carolina State University

Department of Political Science and Public Administration, Raleigh, NC
2003-2006 School Years

PUBLICATIONS:

Journal Articles

Malone, Matthew & Sean Hildebrand, 2022. Is There Coercion in Local Emergency Management Policy Implementation? *Natural Hazards*. Vol. 113 No. 3. September 2022, pp. 1633-1674. (My contribution: 50%). Available online at:
<https://link.springer.com/journal/11069/volumes-and-issues/113-3>

Hildebrand, Sean & Brandon Waite, 2021. Local Emergency Management Social Media Use During the COVID-19 Pandemic. *Journal of Emergency Management*. Vol. 19 No. 7, Special Issue on COVID-19 October 2021, pp. 83-97. (My contribution: 75%). Available online at: <https://www.wmpllc.org/ojs/index.php/jem/article/view/3065>

Hildebrand, Sean & Matthew Malone, 2021. COVID-19 and Local Emergency Management Operations. *American Journal of Management*. Vol. 21 No. 4, pp. 92-110, September 2021. (My contribution 80%). Available online at:
<https://articlegateway.com/index.php/AJM/article/view/4580>

Hildebrand, Sean, 2020. Representative Bureaucracy in Emergency Management: Attitudes About Contemporary Emergency Management Policy and Politics in Local Agencies. *Journal of Homeland Security and Emergency Management*. Vol. 17 No. 3, September 2020. Available online at:
<https://www.degruyter.com/view/journals/jhsem/ahead-of-print/article-10.1515-jhsem-2019-0009/article-10.1515-jhsem-2019-0009.xml>

Hildebrand, Sean, 2019. Are We Better Off? Emergency Management Policy Implementation Since September 11. *Journal of Emergency Management*. Vol. 17 No. 6, November/December 2019, pp. 439-453. Available online at:
<https://www.wmpllc.org/ojs/index.php/jem/article/view/2680>

Hildebrand, Sean, 2017. Controlling Disasters: Local Emergency Management Perceptions About Federal Emergency Management and Homeland Security Actions Since September 11, 2001. *Journal of Emergency Management*. Vol. 15 No. 5,

September/October 2017, pp. 291-309. Available online at: <http://www.wmpllc.org/ojs-2.4.2/index.php/jem/article/view/753>

Hildebrand, Sean, 2017. The Effective Use of Communication Tools During a Long-Term Campus Emergency: Lessons Learned From Hurricane Sandy. *Natural Hazards*. August 2017, pp. 21-38. Available online at: https://link.springer.com/article/10.1007/s11069-017-2854-y?wt_mc=Internal.Event.1.SEM.ArticleAuthorAssignedToIssue

Hildebrand, Sean, 2015. Coerced Confusion: Local Emergency Management Policy Implementation After September 11. *Journal of Homeland Security and Emergency Management*. Vol. 12 No. 2, May 2015, pp. 273-298. Available online at: <http://www.degruyter.com/view/j/jhsem.2015.12.issue-2/jhsem-2014-0054/jhsem-2014-0054.xml?format=INT>

Book Chapters

Hildebrand, Sean. Consumer and Producer Theory. In *Positioning Markets and Governments in Public Management*. Edited by Karina Moreno Saldivar and Helisse Levine. 2017, IGI Global Publishers. Available online at: <https://www.igi-global.com/chapter/consumer-and-producer-theory/191394>

Hildebrand, Sean and James H. Svava, Cooperation or Conflict? Intergovernmental Relations and Federalism in North Carolina. In *The New Politics of North Carolina*. Edited by Chris Cooper and Gibbs Knotts. 2008, UNC Press.

Encyclopedia Chapter

Hildebrand, Sean. Max Weber. In *The Encyclopedia of Public Administration and Public Policy, 3rd Edition*. Edited by Melvin Dubnick and Domonic Bearfield, Editors-in-Chief, and Kathe Callahan and Leila Sadeghi, Contributing Editors. 2015, Taylor and Francis Press. Available online at: <https://www.crcpress.com/Encyclopedia-of-Public-Administration-and-Public-Policy-Third-Edition/Bearfield-Dubnick/p/book/9781466569096>

Book Reviews

Hildebrand, Sean, 2006. Budgeting Strategies in Public Policy Formation. *Public Performance and Management Review*. Vol. 30 No. 1, September 2006, pp. 127-130.

Hildebrand, Sean, 2004. The Nature of Public Administration in the New Millennium. *Public Performance and Management Review*. Vol. 27 No. 4, June 2004, pp. 186-189.

Editorial Column

Hildebrand, Sean, 2017. Local Emergency Managers' Attitudes About Contemporary Emergency Management Policy. *PA Times Online*. April 11. Available online at: <http://patimes.org/local-emergency-managers-attitudes-contemporary-emergency-management-policy/>

ARTICLES/INVITED CHAPTERS UNDER REVIEW:

Hildebrand, Sean and Wesley Wehde, 2022. *Examining Factors Associated with Emergency Managers Collaborative Planning with Health Departments Prior to and During the COVID-19 Pandemic*. Under Review since March 2022.

Hildebrand, Sean, and Matthew Malone. 2022. *Representative Bureaucracy and COVID-19 Response Among Local Emergency Management Professionals*. Under Review since September 2022.

ARTICLES/INVITED CHAPTERS IN PROGRESS:

Hildebrand, Sean, & Matthew Malone, 2022. *Comprehensive Emergency Management and COVID-19 Response*. In Progress

Hildebrand, Sean, Wesley Wehde, & Matthew Malone, 2022. *The Evolution of COVID-19 Response Among Local Emergency Management Professionals*. In Progress

Hildebrand, Sean, 2022. *Representative Bureaucracy and COVID-19 Response: State Level Analysis*. In Progress

CONFERENCE PARTICIPATION:

Presentations

Hildebrand, Sean, Matthew Malone, and Wesley Wehde, 2022. *The Evolution of COVID-19 Response Among Local Emergency Management Professionals*. Paper presented at the State Politics and Policy Conference, Tallahassee, FL.

Hildebrand, Sean and Wesley Wehde, 2022. *Examining Factors Associated with Emergency Managers Collaborative Planning with Health Departments Prior to and During the COVID-19 Pandemic*. Paper presented at the State Politics and Policy Conference, Tallahassee, FL.

Hildebrand, Sean and Matthew Malone, 2022. *Is There Coercion in Local Emergency Management Policy Implementation?* Paper presented at the North Carolina & South Carolina Political Science Association Annual Conference, Rock Hill, SC.

Hildebrand, Sean and Matthew Malone, 2022. *Comprehensive Emergency Management and COVID-19 Response*. Paper presented at the Midwest Political Science Association Annual Conference, Virtual.

Hildebrand, Sean, 2022. *Representative Bureaucracy and COVID-19 Response – State Level Analysis*. Paper presented at the American Society of Public Administration Conference, Jacksonville, FL.

Hildebrand, Sean and Wesley Wehde, 2022. *Examining Factors Associated with Emergency Managers Collaborative Planning with Health Departments Prior to and During the COVID-19 Pandemic*. Paper presented at the Public Administration Review

Symposium on The Nexus Between Emergency Management, Public Health, and Equity: Responding to Crisis and Mitigating Future Hazards, Virtual.

Hildebrand, Sean and Matthew Malone, 2021. *COVID-19 and Local Emergency Management Operations*. Paper presented at the Midwest Political Science Association Annual Conference, Virtual.

Hildebrand, Sean, 2021. *Representative Bureaucracy and COVID-19 Response Among Local Emergency Management Professionals*. Paper presented at the American Society of Public Administration Conference, Virtual.

Hildebrand, Sean and Brandon Waite, 2021. *Local Emergency Management Social Media Use During the COVID-19 Pandemic*. Paper presented at the Southern Political Science Association Annual Conference, Virtual.

Kinsella, Chad and Sean Hildebrand, 2019. *Polarized Federalism in the 21st Century*. Paper presented at the Midwest Public Affairs Conference, Indianapolis, IN.

Hildebrand, Sean, 2019. *The Crossroads of Emergency Management: Indiana and Emergency Management Policy Implementation*. Paper presented at the American Society of Public Administration Conference, Washington, DC.

Hildebrand, Sean, Chad Kinsella, & Darren Wheeler, 2018. *Student-Centered Program Event Coordination: Building Coalitions Across Campus to Connect Students and Faculty*. Paper presented at the Northeast Conference of Public Administration (NECOPA) Annual Conference, Baltimore, MD.

Hildebrand, Sean, 2018. *Is There Coercion in Local Emergency Management Policy Implementation?* Paper presented at the Midwest Public Affairs Conference, Chicago, IL.

Hildebrand, Sean, 2017. *Is There Coercion in Local Emergency Management Policy Implementation?* Paper presented at the American Political Science Association Conference, San Francisco, CA.

Hildebrand, Sean, 2017. *Are We Better Off? Looking Back at Emergency Management Policy Implementation During The Obama Administration*. Paper presented at the State Politics and Policy Conference, St. Louis, MO.

Hildebrand, Sean, 2017. *Are We Better Off? Looking Back at Emergency Management Policy Implementation During The Obama Administration*. Paper presented at the Midwest Public Affairs Conference, Omaha, NE.

Hildebrand, Sean, 2017. *Local Emergency Managers Attitudes About Contemporary Emergency Management Policy*. Paper presented at the American Society of Public Administration Conference, Atlanta, GA.

Hildebrand, Sean, 2016. *The Effective Use of Communication Tools During a Long-Term Campus Emergency*. Paper presented at the Midwest Public Affairs Conference, Columbus, OH.

Hildebrand, Sean, 2016. *Controlling Disasters: Local Emergency Management Perceptions About Federal Emergency Management and Homeland Security Actions Since September 11, 2001*. Paper presented at the State Politics and Policy Conference, Dallas, TX.

Hildebrand, Sean, 2016. *Implementing Disaster? The Rift Between Federal & Local Emergency Management Operations*. Paper presented at the Indiana Political Science Association Conference, Muncie, IN.

Hildebrand, Sean, 2016. *Implementing Disaster? The Rift Between Federal & Local Emergency Management Operations*. Paper presented at the American Society of Public Administration Conference, Seattle, WA.

Hildebrand, Sean, 2015. *Implementing Disaster? The Rift Between Federal & Local Emergency Management Operations*. Paper presented at the Northeast Conference of Public Administration (NECOPA) Annual Conference, Arlington, VA.

Hildebrand, Sean & James Drylie, 2014. *The Effective Use of Communication Tools During a Long-Term Campus Emergency: Lessons Learned From Hurricane Sandy*. Paper presented at the Northeast Conference of Public Administration (NECOPA), Portsmouth, NH.

Hildebrand, Sean & James Drylie, 2014. *The Effective Use of Communication Tools During a Long-Term Campus Emergency: Lessons Learned From Hurricane Sandy*. Paper presented at the Southeastern Conference of Public Administration (SECOPA), Atlanta, GA.

Hildebrand, Sean & James Drylie, 2014. *Lessons Learned from Campus Communications In Response to Hurricane Sandy*. Paper presented at the Kean University Research Days, Union, NJ.

Hildebrand, Sean, 2013. *Controlling Disasters: Local Emergency Management Perceptions About Federal Emergency Management and Homeland Security Actions Since September 11, 2001*. Paper presented at the Northeast Conference of Public Administration (NECOPA), Newark, DE.

Hildebrand, Sean, 2013. *Implementing Disaster? The Rift Between Federal & Local Emergency Management Operations*. Paper presented at the Midwest Political Science Association Annual Conference, Chicago, IL.

Hildebrand, Sean, 2013. *Coerced Confusion: Local Emergency Management Policy Implementation After September 11*. Paper presented at the Southern Political Science Association Annual Conference, Orlando, FL.

Hildebrand, Sean, 2010. *Implementing Disaster? The Rift Between Federal & Local Emergency Management Operations*. Paper presented at the Midwest Political Science Association Annual Conference, Chicago, IL.

Hildebrand, Sean, 2009. *Coerced Confusion: State and Local Emergency Management Policy Implementation After September 11*. Paper presented at the Midwest Political Science Association Annual Conference, Chicago, IL.

Hildebrand, Sean, 2008. *Ready Willing and Misguided: State and Local Emergency Management Policy After September 11*. Paper presented at the Midwest Political Science Association Annual Conference, Chicago, IL.

Hildebrand, Sean, 2008. *The Effective Use of Simulation-Based Learning Techniques in an Undergraduate Budgeting Course*. Paper presented at the Southern Political Science Association Annual Conference, New Orleans, LA.

Hildebrand, Sean, 2005. *Raleigh's Ten-Year Plan to End Homelessness: An Example of Undergraduate Service-learning*. Paper presented at the American Political Science Association Teaching and Learning Conference, Washington, DC.

O'Sullivan, Elizabethann, Frederick Mayhew, and Sean Hildebrand, 2004. *Ten Year Plans to End Homelessness: An Opportunity for University-Community Partnerships*. Paper presented at the National Association of Schools of Public Affairs and Administration Annual Conference, Indianapolis, IN.

Hildebrand, Sean, 2004. *General Aviation and Homeland Security; An Analysis of General Aviation Security Policies Using the New Castle County (DE) Airport as a Case Model*. Paper presented at the National Homeland Security Conference, Orlando, FL.

Panel Discussant

“Public Administration and the COVID-19 Pandemic” 2021 Midwest Political Science Association Conference

“Poster Session in State Politics” 2017 American Political Science Association Conference

“eGovernment and Information Technology” 2016 Midwest Public Affairs Conference

“The Design and Performance of Federal Systems” 2013 Midwest Political Science Association Conference

“Governors” 2013 Southern Political Science Association Conference

Panels Chaired

“Appointing, Hiring, and Expanding the Boundaries of Civil Service” 2022 American Society of Public Administration Annual Conference

“Public Administration and the COVID-19 Pandemic” 2021 Midwest Political Science Association Conference
“Strategies for Successful Emergency Management Performance” 2019 American Society of Public Administration Annual Conference
“Socially Vulnerable Populations and Disasters” 2017 American Society of Public Administration Annual Conference
“eGovernment and Information Technology” 2016 Midwest Public Affairs Conference
“Determinants of State Policymaking” 2013 Midwest Political Science Association Conference
“State Responses to Federal Policy Making” 2010 Midwest Political Science Association Conference
“Lessons From Disaster Preparation and Response” 2009 Midwest Political Science Association Conference
“States’ Response to National Security Issues” 2008 Midwest Political Science Association Conference
“Policy Potpourri” 2008 Southern Political Science Association Conference
“Bio-terrorism, Aviation, and Transportation” 2004 National Homeland Security Conference

OTHER RESEARCH PRESENTATIONS:

Taylor, Charles & Sean Hildebrand, 2018. *2018 Mayor’s Survey Results*. Presented at the November 2018 Indiana Mayor’s Institute meeting, sponsored by the Indiana Association of Cities and Towns, Indianapolis, IN.

Taylor, Charles & Sean Hildebrand, 2017. *2017 Mayor’s Survey Results*. Presented at the November 2017 Indiana Mayor’s Institute meeting, sponsored by the Indiana Association of Cities and Towns, Indianapolis, IN.

Taylor, Charles & Sean Hildebrand, 2016. *2016 Mayor’s Survey Results*. Presented at the November 2016 Indiana Mayor’s Institute meeting, sponsored by the Indiana Association of Cities and Towns, Indianapolis, IN.

Hildebrand, Sean, 2016. *Overview of 2016 Emergency Management Survey Results*. Ball State Political Science Department Brown Bag Lunch Discussions, October 2016.

Losco, Joseph, Charles Taylor & Sean Hildebrand, 2016. *2015 Hoosier Survey Results*. Presented at the April 2016 Indiana Mayor’s Institute meeting, sponsored by the Indiana Association of Cities and Towns, Indianapolis, IN.

Hildebrand, Sean, 2015. *Controlling Disasters: Local Emergency Management Perceptions About Federal Emergency Management and Homeland Security Actions Since September 11, 2001*. Ball State Political Science Department Brown Bag Lunch Discussions, October 2015.

POLICY REPORTS:

Hildebrand, Sean & James Drylie, 2013. *More Than A Storm. The Kean Experience With Hurricane Sandy and Lessons Learned*. White Paper series sponsored by the Kean University Center for History, Politics, and Policy. Available online at:

<http://chpp.kean.edu/sites/default/files/Drylie-Hildebrand%20Sandy%20Paper%20Final%201-21-13.pdf>

Master's Analytical Paper Topic: "General Aviation and Homeland Security; An Analysis of General Aviation Security Policies Using the New Castle County (DE) Airport as a Case Model" (2003). Advisors: Douglas Tuttle (Chair), Edward Freel, and Bernard Dworsky

Condliffe, Simon, Ed Ratledge, and Sean Hildebrand, 2003. *Financing Public Education in Delaware, District Level Analysis*. Report for the Delaware Public Policy Institute.

Condliffe, Simon, Ed Ratledge, and Sean Hildebrand, 2003. *Financing Public Education in Delaware*. Report for the Delaware Public Policy Institute.

RESEARCH FUNDING:

Pope Education Foundation Grant: Used for the study of public sector management within my dissertation. \$5,000 received (June 2006 – NC State University).

Artinian Travel Award: For travel to the Southern Political Science Association Conference. \$250 received (January 2013 – Kean University).

ASPIRE New Faculty Development Grant: \$1,500 awarded for new faculty development, used for travel to conferences. (November 2015 – Ball State University)

UNDERGRADUATE COURSES TAUGHT:

In the following courses, I served as the primary instructor, responsible for all facets of the course:

Introduction to American Government

The standard introductory course in American Government.

Fall 2004, Fall 2007, Spring 2008, Fall 2008, Fall 2009, Winter 2010, Spring 2010, Fall 2015, Spring 2016, Fall 2016, Fall 2022

State and Local Government / Intergovernmental Relations

This general survey course reviews the basics of state and local governments in the United States. At NC State University, I utilized a service learning component in which students became involved in local non-profits, policy formation efforts, and local political campaigns.

Spring 2005, Fall 2005, Spring 2006, Spring 2007, Fall 2010, Spring 2011, Fall 2012, Spring 2013, Spring 2014, Fall 2014, Summer 2016 (online), Summer 2017 (online), Fall 2017, Summer 2018 (online), Fall 2018, Fall 2019, Fall 2020 (online), Spring 2021 (online), Fall 2021, Spring 2022

Public Policy

This course reviews major policy topics in American Public Policy and theories about the policy process, as well as a review of policy analysis.

Fall 2006, Fall 2011

Introduction to Public Administration

An overview of the bureaucracy, with a focus on the American government. Also included are discussions of management skills, and the evolution of the field. At Western Carolina University, this course was taught using web-based distance education methods, and included a special focus upon emergency management's role within the bureaucracy.

Fall 2006, Spring 2007, Summer 2007, Summer 2011, Fall 2011, Spring 2012, Fall 2012, Fall 2015, Spring 2016

Politics of Taxing and Spending / The Politics of Budgeting / Public Budgeting

This course discusses the formation of budgets at all levels of government, as well as within public sector organizations. This includes a discussion of budgeting strategies, policy choices, and taxation.

Spring 2007, Spring 2008, Spring 2012, Spring 2013, Spring 2014, Spring 2015

Issues in Social Policy

A course surveying the history and development of social policy in America. When taught, it was in distance-education format using Blackboard.

Fall 2005

Urban Politics

A course that focuses on issues within metropolitan areas in the United States. Discussion centers on the city's ability to handle its own problems, change the face of the city, and maintain economic and social viability.

Fall 2008, Spring 2009, Fall 2010, Spring 2011

Community Dialogue to End Homelessness

A course taught in conjunction with the city of Raleigh's development of a ten-year plan to end homelessness. The course involved several guest speakers who were involved with local efforts to stem the problem and provided the students a means to become involved in the process themselves.

Spring 2004

Terrorism and Disaster Policy

An overview of contemporary emergency management policy and practice in America. The course assesses the impact of terror-related policies since 9/11 on the emergency management field, and the strengths/weaknesses of our system to prepare for and respond to all types of disasters.

Spring 2009, Spring 2010 (as interdisciplinary freshman seminar), Summer 2014

Theories of Political Science

An introductory level course covering the “ism’s” in Political Science as well as other basic theories from the field. All topics relate directly to contemporary American governance, and the current political climate.

Fall 2009

Program/Policy Analysis

This course is designed to help students develop the skills required to define and critically analyze policy problems, articulate relevant decision-making criteria for policy analysis, and evaluate alternative policy options. These frameworks, skills, and techniques are applied to a wide range of substantive public policy issues.

Fall 2012, Fall 2013, Fall 2014

Practices of Political Science

An overview of quantitative methods used in the field of Political Science. The course covers basic survey design, sampling, and regression techniques, and introduces the students to the SPSS software program.

Winter 2010

Public Management and Human Resources

The course provides a working semester-long simulation of a public organization in which student groups plan, organize, direct, teach, and evaluate within a tightly-structured framework.

Fall 2011 & Spring 2012

Administrative Law

An overview of the delegation of powers, separation of powers, and rule-making actions by administrative agencies. Specific cases and actions are discussed to demonstrate how to make regulations and interpret policy.

Spring 2015

GRADUATE COURSES TAUGHT:

In the following courses, I served as the primary instructor, responsible for all facets of the course in a Master’s of Public Administration Program:

Foundations of Public Administration

The objective of this course is to provide a graduate level foundation and overview of the history, scope, theories, and applications of the field of public administration. This course is required for all incoming MPA students in their first semester.

Fall 2013, Spring 2014, Fall 2014, Spring 2015, Spring 2018, Spring 2020

State and Local Governance

This general survey course reviews the basics of state and local governments in the United States and provides an in-depth analysis of the bureaucratic system and impacts of federalism upon our daily lives. The course centers on the role of management within

these systems, and its impact upon policy formation and outcomes. Applied case studies are used to enhance the course for future government professionals.

Fall 2007

The Non-Profit Sector

A general survey course of the functions and management of non-profit organizations within the contemporary system of governance. The course focuses upon practical application of theories, grants, assessment, and management theories within the organizational setting. Several practitioners from local organizations are invited to become involved in order to provide a more in-depth view of how organizations truly function beyond the textbook, and to connect with students from the MPA program.

Spring 2008, Fall 2010

Fiscal Administration/Public Finance

This course discusses the formation of budgets within public sector organizations. This includes a discussion of budgeting strategies, policy choices, and taxation/revenue generation. The course is presented with an applied project that requires the students to develop a budget for a public-sector organization.

Spring 2011, Summer 2016

Policy Analysis

Like the undergraduate course, this course is designed to help students develop the skills required to define and critically analyze policy problems, articulate relevant decision-making criteria for policy analysis, and evaluate alternative policy options. The focus at the MPA level is on practical application of these skills in real-world scenarios students will face upon completing their degree.

Spring 2016, Spring 2019

Terrorism and Disaster Policy

A graduate-level (MPA) overview of contemporary emergency management policy and practice in America. The course assesses the impact of terror-related policies since 9/11 on the emergency management field, and the strengths/weaknesses of our system to prepare for and respond to all types of disasters. The course stresses hands-on activity and planning for disasters of all varieties/jurisdictions.

Spring 2017, Summer 2019, Summer 2020 (online)

Human Resource Management

The MPA course is structured similar to the undergraduate course, using the “flipped classroom” concept, with students managing their own organization as part of learning about Human Resources in the public sector.

Fall 2017, Fall 2018, Fall 2019, Fall 2020 (online), Fall 2021, Fall 2022

CERTIFIED PUBLIC MANAGER (CPM) PROGRAM

Starting in the Fall 2016 semester, I assumed the role of facilitator in Ball State’s CPM program (via the Bowen Center for Public Affairs). This program is designed for working professionals in local and state government agencies and focuses upon leadership and

management of staff in an organizational setting. My responsibility is to develop and lead activities and discussions just as in a normal graduate or undergraduate classroom. Due to Covid-19 all of the 2020-21 Cohorts are completing their program online.

- Launch Fishers – Fishers, IN
 - 2016-2017 Cohort
 - 2017-2019 Cohort
 - 2019-2021 Cohort
 - 2022-2024 Cohort
- Spring Mill State Park – Mitchell, IN
 - 2017-2019 Cohort
- Clifty Falls State Park – Madison, IN
 - 2019-2021 Cohort
- Online
 - 2021-2023 Cohort

TEACHING ASSISTANT DUTIES:

In the following courses, I served as a teaching assistant, leading discussion sections as well as some full course lectures.

Introduction to American Government

Fall 2003, Spring 2004

State and Local Government

Spring 2004, Fall 2004

For my services during the 2004-2005 school year, I was the recipient of the **Outstanding Teaching Assistant Award** from the graduate school at NC State University.

TEACHING COMPETENCIES:

- Budgeting and Fiscal Policy (Public Finance)
- Public Policy Formation and Implementation
- Emergency Management and Homeland Security Policy and Operations
- Introduction to Public Administration
- Public and Non-Profit Management
- Human Resources
- Introduction to American Government
- State and Local Government – Intergovernmental Relations
- Urban Politics
- Organizational Theory
- Research Methodology

UNIVERSITY AND DEPARTMENT SERVICE AT BALL STATE UNIVERSITY:

- Political Science Student Programs Committee

- Member 2015-2016 School Year
 - Helped to decide 2016 department scholarship and award recipients
 - Co-coordinated “Super Tuesday” pizza party event with faculty and students
 - Reported on survey results from current students perceived positives and negatives in the department
- Chairman Fall 2016-Spring 2021
 - Invited U.S. House Candidates to campus to campus to meet students (Fall 2016)
 - Invited representatives from U.S. Senate, House, Indiana State Legislature, and political parties to recruit volunteers for their campaigns (Spring 2018)
 - Planned department major fair (Fall 2016, Fall 2017, Spring 2018, Fall 2018)
 - Coordinated and moderated pre/post-election panel discussions on the 2016 & 2018 elections with the Political Science Department (Fall 2016 & Fall 2018)
 - Coordinated and moderated panel discussion on Trump’s presidency and similar current political events (Spring 2017, Fall 2017, Spring 2018, Fall 2018, Spring 2019, Fall 2019, Spring 2020)
 - Revamped end-of-year department award ceremony, and selected 2016, 2017, 2018, 2019, and 2020 awardees and scholarship recipients
 - Coordinated, scheduled, and facilitated meetings of the committee
 - Surveyed students about potential events during the department information session (Fall 2016, Fall 2017, Fall 2018)
 - Developed events in conjunction with the department’s receipt of a “Living Learning Community” grant (2017-18 School Year)
 - Movie Nights (Fall 2017)
 - Homecoming Tent and BBQ (Fall 2017)
 - Federal Hiring Workshops with the Career Center (Fall 2017)
 - Meet-and-Greet Events with Department Colleagues and Students (Fall 2017)
 - Alumni Meet-and-Greet event with the Career Center (Fall 2017)
 - Field Trip to the State Legislature (Spring 2018)
 - Trivia Night (Spring 2018, Fall 2018, Spring 2019)
 - Student Democrat/College GOP Debate Planning (Spring 2018)
 - Coordinated/Hosted Live Coverage of 2018 Election Day/Night Events with ARD German Television/Radio/Web News Team. Video available here: <http://bit.ly/2JvSFHR> (I am on the 11 PM block discussing the election results)
- Political Science Academic Programs Committee (Member: Fall 2021-Spring 2022)
 - Member 2021-2022 School Year

- Assisted with redevelopment of Political Science undergraduate program curriculum
- Political Science Promotion & Tenure Committee (Member: Fall 2022-Present)
 - Assisted with redevelopment of Political Science department's means to peer evaluate in-class teaching
 - Reviewed materials of peers progressing towards tenure
- Political Science Recruitment Committee (Chair: Fall 2022-Present)
 - Coordinated hiring of graduate assistants – Fall 2022
- New Faculty Development Program Participant (Fall 2015)
- Member of Bowen Center for Public Affairs (Fall 2015-Present)
- Participated in and Moderated Panels at the Bowen Institute for Political Participation (Spring 2016, 2017, 2018, 2019)
- Assisted with the NASPAA MPA Program Accreditation Process
 - Attended NASPAA Accreditation Workshop (Fall 2016)
- Mentored Graduate Assistants (Fall 2015-Present)
- Attended and Helped Coordinate the Department's Presence at Campus-Wide Events
 - Undeclared Major Day (Spring 2016)
 - Department Major Day (Fall 2015, 2016, 2017, 2018)
 - MPA Program Information Sessions (Fall 2015 to Present)
 - Cardinal Preview Day (Fall 2022)
- Internship Coordinator for Undergraduate and Graduate Students (Fall 2016-Present)
 - Coordinated the State Legislature Internship Program for the Campus
 - Developed Relationships and Internships with Local Government Agencies
 - Union City, IN Mayors Office
 - Delaware County, IN Treasurers Office
 - City of Carmel, IN Public Works Department
 - Hancock County IN Prosecutor's Office
 - Rushville, IN Mayor's Office
 - Anderson IN Airport
 - Richmond, IN Mayor's Office
 - Kokomo, IN City Engineer's Office
 - Westfield, IN Fire Department
 - Noblesville, IN Parks Department
 - Managed Interns at the Following Locations:
 - Politics:
 - Indiana State Legislature (Spring 2017, Spring 2018, Spring 2019, Spring 2020, Spring 2021, & Spring 2022)
 - Allen County Republican Party (Spring 2017)
 - Office of Congressman Luke Messer (Summer 2017 & Summer 2019)
 - Office of Congressman Jim Banks (Summer 2017)
 - Office of Congresswoman Susan Brooks (Summer 2017)
 - Office of Representative Jackie Walorski (Summer 2018 & Summer 2019)

- Office of Congressman Andre Carson (Spring 2019)
 - Office of Senator Joe Donnelly (Summer 2018)
 - Office of Senator Todd Young (Summer 2017 & Summer 2018)
 - Indiana Democratic Party (Spring 2018 & Spring 2022)
 - Indiana Republican Party (Summer 2019, Spring 2020, & Spring 2022)
 - Dan Canon Congressional Campaign (Spring 2018)
 - Jonathan Lamb Congressional Campaign (Spring 2018)
 - City of Chicago, IL City Council (Summer 2018)
 - Jeannine Lake Congressional Campaign (Summer 2018)
 - Mark Hinton State Senate Campaign (Spring 2018 & Summer 2018)
 - Republican National Committee (Summer 2019)
 - Terry Bailey Mayoral Campaign (Fall 2019)
 - Eric Holcomb Gubernatorial Campaign (Summer 2020)
 - Thaddeus Jones (IL) Representative Campaign (Summer 2020)
 - Ari Hurwitz Delaware County Council Campaign (Fall 2020)
 - East Central Indiana Regional Planning Association (Spring 2021, Summer 2022, Fall 2022)
 - Institute for Free Speech (Spring 2021)
 - Ball State University Office of Government Relations (Spring 2021)
 - Todd Young US Senate Campaign (Fall 2022)
- Government Agency:
 - Defense Accounting and Finance Services (Summer 2017)
 - Veteran's Court of Delaware County IN (Summer 2017)
 - Hancock County, IN Prosecutor's Office (Summer 2017 & Spring 2018)
 - Indiana Department of Corrections (Summer 2017)
 - City of Carmel, IN Police Department (Spring 2018)
 - Indiana Bureau of Motor Vehicles (Summer 2018)
 - Allen County, IN Prosecutor's Office (Summer 2018)
 - Indianapolis Public Safety Commission (Summer 2018)
 - Muncie, IN Community Engagement (Summer 2018)
 - Anderson, IN Municipal Airport (Spring 2019 & Summer 2020)
 - U.S. State Department (Spring 2019)
 - Marion County (IN) Community Corrections (Summer 2019)
 - City of Carmel, IN Streets Department (Summer 2019)
 - City of Lafayette, IN Mayor's Office (Summer 2019)
 - Office of Marion County (IN) Judge Angie Davis (Summer 2019)
 - Town of Bluffton, IN Parks Department (Summer 2019)
 - Economic Development of Madison County, IN (Summer 2019)

- U.S. Department of Transportation (Summer 2019, Summer 2022)
- Muncie, IN Land Bank (Summer 2019)
- Delaware County (IN) Sheriff's Office (Summer 2019)
- Delaware County Clerk's Office (Spring 2019, Summer 2022)
- Muncie Prosecutors Office (Fall 2019)
- City of Muncie Mayor's Office (Summer 2020)
- Madison County (IN) Prosecutor's Office (Spring 2021)
- City of Albany (IN) (Spring 2022)
- Town of Yorktown (IN) (Fall 2022)

- Press:
 - Evansville Courier and Press (Spring 2017)
 - Hannah News Service (Spring 2021)

- Non- Profit:
 - Eskenazi Health Initiative (Summer 2017)
 - Schafer Institute (Summer 2017)
 - Heritage Place (Spring 2018)
 - Necessary & Proper Consulting (Summer 2019)
 - CASA Delaware County, IN (Summer 2019)
 - YMCA Muncie (Spring 2020, Summer 2022)
 - The International Center (Spring 2020 & Spring 2022)
 - The Center for Business and Economic Research (Summer 2020)
 - Muncie Resists (Spring 2022)
 - NCAA Compliance Office (Summer 2022)

- University:
 - Ball State Peace Center (Spring 2018, Fall 2018, Fall 2019, Fall 2020, Spring 2021, Fall 2021, Spring 2022)
 - Ivy Tech Community College (Summer 2017)
 - Indiana University's Department of Psychology and Brain Studies (Summer 2017)
 - Ball State Government Relations Office (Spring 2019)
 - Virginia Ball Fund (Fall 2019)

- Business/Law Office:
 - Bellin Law Office (Summer 2018)
 - Primestar (Summer 2019)
 - MCSO Communications (Summer 2019)
 - McMillen Health (Summer 2019)
 - WIS Consultants (Spring 2020)
 - Baker Law Firm (Spring 2021)

- Co-Facilitated the Campaign School “Candidates of the Future”, co-sponsored by the Bowen Center for Public Affairs, and the Schafer Leadership Institute. Muncie, IN (Fall 2017 & Fall 2018)
- Dissertation Committee Member:
 - Russel Degitz – Ed.D. Student Department of Educational Leadership (Fall 2017 - 2019)

UNIVERSITY AND DEPARTMENT SERVICE AT KEAN UNIVERSITY:

- Writing Across the Curriculum University Committee Member (2013-2015)
- Faculty Senate Research Committee Member (2014-2015)
- Released Time for Research and Creative Works Committee Member (2014-2015)
- Advisor to Pi Alpha Alpha Honor Society (2013-2015)
- Undergraduate and Graduate Student Advisement at the Main and Ocean County Campus of Kean University (Approximately 80 Students Total; 2013-2015)
- MPA Internship Coordinator (Fall 2013 & Spring 2014)
- Undergraduate Internship Coordinator (Fall 2014 & Spring 2015)
- Department Assessment Coordinator (Summer 2013)
- Mentor for Independent Study Student Projects
 - Intergovernmental Relations Key Concepts (Spring 2013)
 - Public Budgeting Key Concepts (Spring 2013, Fall 2013, Spring 2014, & Spring 2015)
 - Study of the Effects of “Obamacare” on Public Hospitals in Ocean County, NJ (Spring 2013)
 - Policy Analysis Key Concepts (Fall 2012, Spring 2013, Summer 2013, & Summer 2014, Fall 2014)
 - Study of Gang Activity in Ocean County, NJ (Fall 2012)
 - Study of International Human Trafficking Laws (Spring 2010 – At North Central College)
 - Study of Religious Discrimination in the Public Sector Workplace (Fall 2013)
 - Study of Welfare Policy in NJ (Spring 2014 & Spring 2015)
 - Study of Emergency Planning in Hospitals (Spring 2014)
 - Study of NJ Emergency Management Policies (Summer 2014)
 - Graduate Study of Health Care Policy in NJ (Spring 2014 and Fall 2014)
 - Graduate Study of Equal Pay Laws (Spring 2014)
 - Graduate Study of NJ Emergency Management Policies (Summer 2014)
- Created MPA newsletter for the department
- Helped to develop the MPA Program Advisory Board
- Assisted with the redesign of the department webpage
- Assisted with NASPAA self-study report development
- Exam Proctor for a Student at Penn State (Online) World Campus (Fall 2012, Spring 2013, & Summer 2013)

PRACTITIONER EXPERIENCE:

North Carolina Progress Board

Raleigh, NC

Research Intern

- Performed statistical research for an update of the 20/20 Progress Report, which tracks key indicators/measures of several policy areas within the state
- Recommended and completed overhaul of format and content of the report

City of New Castle

New Castle, DE

Summer Intern

- Assisted in the creation of the town budget for fiscal year 2002-2003.
- Developed method for easy retrieval of building historic, flood plain, building permit and additional information on city computer system.

Center for Applied Demography and Survey Research

Newark, DE

Graduate Assistant

- Managed up to twenty people in telephone survey lab.
- Assisted in and co-authored several research projects related to the state government, with focus in Education, Environmental, and Transportation policy.

GUEST SPEAKER APPEARANCES

- “Income Taxes” - Presented to the Ball State College Democrats, February 2016

MEDIA APPEARANCES

Print/Internet:

- “Bernie Sanders Only Candidate With Ball State Student Group” Ball State Daily September 23, 2015. (Quoted) <http://www.ballstatedaily.com/article/2015/09/bernie-sanders-facebook-group>
- “Students Gather to Watch Results of Super Tuesday Primary Elections” Ball State Daily March 2, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/03/news-super-tuesday>
- “Why the 2016 Indiana Primary Matters” Ball State Daily April 20, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/04/news-why-the-indiana-primary-matters>
- “Ball State Students, Staff Remember 9/11 as Anniversary Approaches” Ball State Daily September 9, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/09/news-911-quad-talk>
- “Political Science Panel Seeks to Explain 2016 Election” Ball State Daily November 4, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/11/news-pre-election-panel>
- “Unexpected Twist Gives Donald Trump the Presidency” Ball State Daily November 9, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/11/news-election-donald-trump-presidency>
- “With Election Win, Pence Becomes Vice President” Ball State Daily November 9, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/11/indiana-pence-becomes-vp>
- “Trump’s Victory Shows Parallels With Brexit” Ball State Daily November 11, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/11/news-trump-brexit>

- “Republicans Sweep Indiana General Assembly” Ball State Daily November 14, 2016 (Quoted) <http://www.ballstatedaily.com/article/2016/11/news-election-indiana-general-assembly>
- “Not All Fake News is Created Equal” Ball State Daily February 10, 2017 (Quoted) <http://www.ballstatedaily.com/article/2017/02/news-alternative-facts>
- “Poll: Hoosiers Want Sunday Alcohol Sales, Cold Beer in Stores” Indianapolis Star November 8, 2017 (Quoted) <https://www.indystar.com/story/news/2017/11/08/poll-hoosiers-want-sunday-alcohol-sales-cold-beer-stores/840275001/>
- “Survey Shows Vast Majority of Hoosiers Want Sunday Alcohol Sales; Cold Beer Sales Expansion” WIBC-FM Radio Webpage November 8, 2017 (Quoted) <http://www.wibc.com/news/local-news/survey-shows-vast-majority-hoosiers-want-sunday-alcohol-sales-cold-beer-sales>
- “Survey: Hoosiers Want More Cold Beer Availability, Sunday Alcohol Sales” Inside Indiana Business Webpage November 8, 2017 (Quoted) <http://www.insideindianabusiness.com/story/36797864/survey-hoosiers-want-more-cold-beer-availability-sunday-alcohol-sales>
- “Study: More Than Half of Hoosiers Support Expanding Liquor Laws” Indiana Public Media Webpage November 9, 2017 (Quoted) <http://indianapublicmedia.org/news/study-hoosiers-support-expanding-liquor-laws-131604/>
- “Polls: Hoosiers Support Sunday Sales, Cold Beer in Supermarkets” WTHR-TV Webpage November 9, 2017 (Quoted) <https://www.wthr.com/article/polls-hoosiers-support-sunday-sales-cold-beer-in-supermarkets>
- “Study: More Than Half of Hoosiers Support Expanding Liquor Laws” WFYI-TV Webpage November 9, 2017 (Quoted) <https://www.wfyi.org/news/articles/study-more-than-half-of-hoosiers-support-expanding-liquor-laws>
- “BSU Survey Shows Hoosiers Want Cold Beer on Sundays” IPR Indiana Public Radio Webpage November 9, 2017 (Quoted) <https://indianapublicradio.org/news/2017/11/bsu-survey-shows-hoosiers-want-cold-beer-on-sundays/>
- “Most in Indiana Want a Change in Indiana’s Alcohol Laws” WAMW 107.9-FM Webpage November 9, 2017 (Quoted) <http://www.wamwamfm.com/2017/11/09/most-in-indiana-want-a-change-in-indianas-alcohol-laws/>
- “Hoosiers Support Sunday Liquor Sales” Batesville Herald Tribune November 11, 2017 (Quoted) http://www.batesvilleheraldtribune.com/news/local_news/hoosiers-support-sunday-liquor-sales/article_99f0ef25-b9b5-5e75-9cee-7f0c06b03939.html
- “Holcomb Takes Up Student’s Firefly Fight” Fort Wayne Journal-Gazette November 12, 2017 (Quoted) <http://www.journalgazette.net/blog/political-notebook/20171112/holcomb-takes-up-students-firefly-fight>
- “Holcomb Targets Workforce” The Times of Northwest Indiana November 12, 2017 (Quoted) http://www.nwitimes.com/business/columnists/gerry-dick/inside-indiana-business-holcomb-targets-workforce/article_afd11e2-a290-561e-b850-726ed9d61079.html
- “Majority of Hoosiers Want Sunday Sales, More Places to Buy Cold Beer” The Flyer Group November 17, 2017 (Quoted) http://www.flyergroup.com/news/local_news/majority-of-hoosiers-want-sunday-sales-more-places-to-buy/article_f7cf4b01-5b58-5bff-9b77-20572bd38ac0.html

- “Senate and House Approve Bills, Could Make Sunday Sales Legal” Ball State Daily January 26, 2018 (Quoted) <http://www.ballstatedaily.com/article/2018/01/alcohol-laws-indiana>
- “Ball State Professors Predict Low Midterm Turnout” Ball State Daily October 30, 2018 (Quoted) <http://www.ballstatedaily.com/article/2018/10/news-low-midterm-turnout-indiana>
- “Ball State Students, Professors Share Issues They Want Addressed After Election” Ball State Daily November 2, 2018 (Quoted) <http://www.ballstatedaily.com/article/2018/11/news-students-share-issues-they-want-addressed>
- “The Future of Blue Laws” Ball Bearings Magazine – Print Edition (Page 7) Fall 2018 (Quoted)
- “Poll: Quarter of Hoosier Republicans Open to Voting for Trump Challenger” Fort Wayne Journal Gazette November 7, 2019 (Quoted) <https://www.journalgazette.net/blog/political-notebook/20191107/poll-quarter-of-hoosier-republicans-open-to-voting-for-trump-challenger>
- “Hoosier Survey Shows Mixed Bag of Results for 2020 Presidential Candidates” WBIW 1340-AM Webpage, November 7, 2019 (Quoted) <http://www.wbiw.com/2019/11/08/hoosier-survey-shows-mixed-bag-of-results-for-2020-presidential-candidates/>
- “Hoosier Survey Has Mixed News for 2020 Presidential Candidates” WIBC.com 93.1-FM Webpage, November 7, 2019 (Quoted) <https://www.wibc.com/blogs/abdul-large/hoosier-survey-has-mixed-news-2020-presidential-candidates>

Television:

- Ball State - News Link Indiana, April 19, 2016 News on 2016 Election and Indiana Primary. Available at: <https://youtu.be/BIDQ2JBRWWk>
- Ball State - News Link Indiana, November 3, 2016 News on 2016 Election and Early Voting. Available at: <https://youtu.be/0FiUp9mWx1w>
- Ball State - News Link Indiana, April 10, 2017 News on Trump’s First 80 Days Panel. Available at: https://www.youtube.com/watch?v=Lw_eioMfhYA&t=61s
- Ball State - News Link Indiana, November 6, 2018 News on 2018 Election. Available at: <https://www.facebook.com/NewsLinkBSU/videos/254529455183137/>
- ARD German TV – “Projekt Middletown” November 6, 2018 on the 2018 Election. TV/Radio/Web simulcast. Available at: <https://bit.ly/2PoerM>
- Ball State - News Link Indiana, November 7, 2018 News on 2018 Election. Available at: <https://www.facebook.com/NewsLinkBSU/videos/339825893460063/>

Radio:

- On the 2016 Election – November 8, 2016 WCRD News Interview
- On Sunday Sales and Cold Beer Sales/2017 Hoosier Survey – November 8, 2017 WCRD News Interview
- On Sunday Sales and Cold Beer Sales/2017 Hoosier Survey – November 8 & 9, 2017 – Indiana Public Media News Reports Statewide

Bowen Center Newsletters:

- Local Emergency Policy Implementation After 9/11:
<http://bowncenterforpublicaffairs.org/about-the-bowen-center/blog-posts/local-emergency-policy-implementation-after-911>
- Fresh Poll Numbers as the LGBT Debate Heats Up in the State House (With Dr. Joseph Losco): <http://bowncenterforpublicaffairs.org/about-the-bowen-center/blog-posts/fresh-poll-numbers-as-the-lgbt-debate-heats-up-in-the-state-house>
- Hoosiers' Views Mixed on the Economy (With Dr. Joseph Losco):
<http://bowncenterforpublicaffairs.org/about-the-bowen-center/blog-posts/hoosiers-views-mixed-on-economy>
- This Year, Indiana Matters: Hoosier Survey Gives Insight Into Primary Fights:
<http://bowncenterforpublicaffairs.org/about-the-bowen-center/blog-posts/this-year-indiana-matters-hoosier-survey-gives-insights-into-primary-fights>
- The Bowen Center Visits The Mayor's Institute. May 2016
- How Do First Responders Feel About Federal Attempts to Standardize Emergency Planning Procedures? Summer 2016
- Bowen Center Members Participate in Pre-Election Panel November 2016
- Results From The First Mayor's Survey Presented at Mayor's Institute December 2016 (With Dr. Charles Taylor)

MANUSCRIPT REVIEWER

- Public Administration Review
- Journal of Public Affairs Education
- Journal of Management Education
- American Review of Public Administration
- Publius: The Journal of Federalism
- Journal of Emergency Management
- Journal of Homeland Security & Emergency Management

PROFESSIONAL ASSOCIATION MEMBERSHIP:

- American Political Science Association
- American Society for Public Administration
- Midwest Political Science Association

INDIVIDUAL RECOGNITIONS AND AWARDS:

- Golden Key National Honor Society
- Henry R. Folsom Award (Outstanding Master's Paper), University of Delaware, 2003.
- Pi Kappa Alpha (Political Science Honorary)
- Faculty Member of the Year, Phi Sigma Kappa Fraternity, University of South Carolina, 2006-07 School Year

ADDITIONAL RESEARCH IN DEVELOPMENT

- Several articles stemming from Summer 2020 and 2021 surveys of local emergency management professionals and COVID-19 prep/response/recovery

- Federalism and its evolution in the 21st century with Dr. Chad Kinsella

REFERENCES AVAILABLE UPON REQUEST