

Last updated: January 17, 2023

## Carla Flink

### Contact Information

Address: American University  
School of Public Affairs  
Department of Public Administration & Policy  
4400 Massachusetts Avenue, NW  
Washington, DC 20016  
Email: [flink@american.edu](mailto:flink@american.edu)  
Website: <https://www.american.edu/spa/faculty/flink.cfm>

### Academic Positions

Associate Professor. American University. School of Public Affairs. Department of Public Administration & Policy. Fall 2021-Present.

Assistant Professor. American University. School of Public Affairs. Department of Public Administration & Policy. Fall 2016-Summer 2021.

Assistant Professor. The University of Texas at San Antonio. Department of Public Administration. Fall 2014-Spring 2016.

### Academic Leadership Positions

Master of Public Administration Program Director. American University. School of Public Affairs. Department of Public Administration & Policy. July 31, 2022-Present

### Academic Record

Ph.D. Political Science. Texas A&M University. May 2014.

Committee: Kenneth J. Meier (chair), Kim Quaile Hill, Scott Robinson, Guy D. Whitten  
Dissertation: Punctuated Equilibrium Theory: Methodological and Theoretical Extensions.

B.S. Mathematics. University of the Incarnate Word, San Antonio, TX. 2009.

### Journal Publications

Xu, Xiaoyang and Carla Flink. 2022. "Representative Bureaucracy, Environmental Turbulence, and Organizational Performance." *American Review of Public Administration*. 52(7): 498-512.

Chen, Can, and Carla Flink. 2022. "Budgetary Changes and Organizational Performance: Evidence from State Transportation Agencies." *Policy Studies Journal*. 50(3): 595-613.

Flink, Carla M., Rebecca Walter, and Xiaoyang Xu. 2021. "Policy Diffusion in a Redistributive Policy: Affordable Housing and State Housing Trust Funds." *State and Local Government Review*. 53(3): 187-209. *Winner of Best Research Article in SLGR for 2021.*

- Flink, Carla M., and Can Chen. 2021. "Management Capacity, Financial Resources, and Organizational Performance: Evidence from State Transportation Agencies" *Public Performance and Management Review*. 44(6): 1341-1366.
- Flink, Carla M., and Angel Luis Molina, Jr. 2021. "Improving the Performance of Public Organizations: Financial Resources and the Conditioning Effect of Clientele Context." *Public Administration*. 99(2): 387-404.
- Flink, Carla M. and Scott Robinson. 2020. "Corrective Policy Reactions: Positive and Negative Budgetary Punctuations." *Journal of Public Policy*. 40(1): 96-115.
- Demir, Tansu, Christopher G. Reddick, Branco Ponomariov, and Carla M. Flink. 2019. "Does Power Corrupt? An Empirical Study of Power, Accountability, and Performance Triangle in Public Administration." *International Journal of Public Administration*. 42(9): 723-740.
- Flink, Carla M. 2019. "Predicting Budgetary Change: The Effect of Performance Gaps." *Journal of Public Administration Research and Theory*. 29(2): 227-237.
- Flink, Carla M. 2018. "Ordering Chaos: The Performance Consequences of Budgetary Changes." *American Review of Public Administration*. 48(4): 291-300.
- Flink, Carla M., and Angel Luis Molina, Jr. 2017. "Politics or Professionalism? Budgeting for Bilingual Education." *Urban Affairs Review*. 53(6): 1064-1087.
- Flink, Carla M. 2017. "Rethinking Punctuated Equilibrium Theory: A Public Administration Approach to Budgetary Changes." *Policy Studies Journal*. 45(1): 101-120.
- Ura, Joseph Daniel, and Carla M. Flink. 2016. "Experience Counts: The Chief Justice, Management Tenure, and Strategic Behavior on the U.S. Supreme Court." *Research & Politics*. 3(2).
- Ura, Joseph Daniel, and Carla M. Flink. 2016. "Managing the Supreme Court: The Chief Justice, Management, and Consensus." *Journal of Public Administration Research and Theory*. 26(2): 185-196.
- Flink, Carla M. 2015. "Multidimensional Conflict and Organizational Performance." *American Review of Public Administration*. 45(2): 182-200.
- Robinson, Scott, Carla M. Flink, and Chad M. King. 2014. "Organizational History and Budgetary Punctuations." *Journal of Public Administration Research and Theory*. 24(2): 459-471.
- Hill, Kim Quaile, K. Juree Capers, and Carla M. Flink. 2014. "Why Some and Not Others? The Determinants of the Quality and Prestige of Public Graduate Research Universities." *State Politics & Policy Quarterly*. 14(1): 29-49.

## Other Publications

### Funded Research Report

- Walter, Rebecca J., Carla M. Flink, and Sarah Jones. 2015. "Subsidy Retention versus Subsidy Recapture: Strengthening Partnerships between South Florida Community Land Trusts and Local Governments." Agency Reviewed by Housing Leadership Council, Inc.

### Encyclopedia Entry

- Flink, Carla M. 2017. "Budgetary Politics." *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Springer. Available online at:  
[http://link.springer.com/referenceworkentry/10.1007/978-3-319-31816-5\\_1440-1](http://link.springer.com/referenceworkentry/10.1007/978-3-319-31816-5_1440-1)

Robinson, Scott and Carla M. Flink. 2016. "Punctuated Equilibrium Theory." *American Governance*. Ed. Stephen L. Schechter. 5 vols. Detroit: Macmillan.

### **Book Review**

Flink, Carla M. 2016. "Book Review of *Advanced Introduction to Public Policy* by B. Guy Peters." *Journal of Public Administration Research and Theory*.

### **Media Contributions and Blog Posts**

"What Prompts States to Act on Housing Crises?" <https://www.american.edu/spa/news/what-prompts-states-to-act-on-housing-crises.cfm> Fall 2021.

"SPA Researcher Shows Key to Better Roads Involves More Than Money." <https://www.american.edu/spa/news/spa-researcher-shows-key-to-better-roads-involves-more-than-money.cfm> Fall 2021.

Interview on live radio WORT Media Covid-19 Budget Cuts for State and Local Governments. August 3, 2020.

"Coronavirus's painful side effect is deep budget cuts for state and local government services." *The Conversation*. July 10, 2020. <https://theconversation.com/coronaviruss-painful-side-effect-is-deep-budget-cuts-for-state-and-local-government-services->

WalletHub. July 8, 2020. "2020's States with the Best & Worst Taxpayer ROI." Ask the Experts: <https://wallethub.com/edu/state-taxpayer-roi-report/3283/#expert=carla-flink>

AU SPA Policy Explainer video. June 2, 2020. "How Do States and the Federal Government Manage Their Budget During a Pandemic?" <https://www.youtube.com/watch?v=Jjw3r12D5FQ&list=PLjm08qJpTJnXxIq1dHFEAP18vjhwSqfxV&index=29&t=0s>

Flink, Carla M. and Scott Robinson. September 18, 2018. "Do Governments Maintain Major Policy Changes?" *Cambridge Core Blog*. Available online at: <http://blog.journals.cambridge.org/2018/09/18/do-governments-maintain-major-policy-changes/>

WalletHub. March 14, 2017. "2017's Tax Rates by State." Ask the Experts: <https://wallethub.com/edu/best-worst-states-to-be-a-taxpayer/2416/#carla-flink>.

Flink, Carla M., and Angel Luis Molina, Jr.. February 17, 2017. "Politics or Professionalism? Budgeting for Bilingual Education." *Urban Affairs Forum*. Available online at: <https://urbanaffairsreview.com/2017/02/17/politics-or-professionalism-budgeting-for-bilingual-education/>

### **Working Papers**

Xu, Xiaoyang, and Carla Flink. "Cutback Management Strategies and Citizen Evaluation of Government."

Xu, Xiaoyang, and Carla Flink. "Cutback Management Strategies, Reason for Budget Deficit, and Citizen Evaluation of Government."

Flink, Carla, and Soren Jordan. "Polarization and Budgetary Volatility in the US Federal Government."

Flink, Carla, and Soren Jordan. "Polarization and Budgetary Volatility in the US Federal Government: An Analysis by Policy Type."

Goodman, Christopher B., and Carla Flink. "Budgetary Punctuations and Overlapping Governments."

De Bruhl, Brandon, and Carla Flink. "Punctuated Equilibrium Theory in Defense Budgeting."

Xu, Xiaoyang, Carla Flink, and Ken Meier. "Cutback Management Strategies, Reason for Budget Deficit, Organizational Performance, and Citizen Evaluation of Government."

Flink, Carla, Nathan Favero, and Tingli Qu. "Budget Volatility and Federal Employee Satisfaction."

Park, Joohyung, and Carla Flink. "Rethinking punctuated equilibrium theory II: Bureaucratic reputation and democratic governance."

## **Teaching Experience**

### **American University**

PUAD 601: Quantitative Methods for Policy Analysis I. Fall 2017-2021. Spring 2019, 2021.

PUAD 633: Budgeting and Financial Management. Fall 2016-2022. Spring 2017-2023.

PUAD 732: Seminar in Policy Implementation. Spring 2018, 2020, 2022.

### **The University of Texas at San Antonio**

PAD 5023: Research Design and Methods. Fall 2015.

PAD 5363: Public Budgeting and Finance. Spring 2015. Summer 2015. Spring 2016.

PAD 6923: Applied Research II. Spring 2015. Spring 2016.

PAD 5323: Public Policy Process. Fall 2014.

### **Texas A&M University**

POLS 441: State and Local Finance. Spring 2014.

POLS 209: Introduction to Political Science Research. Fall 2013. Spring 2014.

New Graduate Student Statistical Software Workshop. Summer 2011, 2012, 2013.

## **Fellowships and Funding**

APSA Pracademic Fellowship to support working in federal agency. Fellowship to be completed Summer/Fall 2023.

American University School of Public Affairs Junior Faculty Summer Research Grant. 2017-2021. \$5000.

"Predicting Policy Disruptions: A US State Level Analysis." 2019. Submitted grant to Russel Sage Foundation. Not funded.

"Community Land Trust Subsidy Calculator" with Rebecca Walter. Housing Leadership Council, Inc. Grant. 2015. \$7500.

UTSA College of Public Policy Travel Grant. 2014/15: \$1000. 2015/16: \$1000.

Southern Political Science Association Artinian Travel Award. 2015.

Texas A&M Office of Graduate and Professional Studies Presentation Grant. 2013.

Texas A&M Department of Political Science Regents Fellowship. 2009.

## **Awards**

Best Paper in *State and Local Government Review* in 2021 with the article “Policy Diffusion in a Redistributive Policy: Affordable Housing and State Housing Trust Funds.”

Best Paper in Comparative Policy Award. 2012. “Strength of Fiscal Bureaucracy and Budget Changes.” Presented at the 71st Annual Conference of the Midwest Political Science Association.

## **Professional Service**

### **University Committees**

AU SPA DPAP Master of Public Administration Program Director. Fall 2022-Present.

American University Budget Committee. Fall 2021-Spring 2022.

American University Committee on Budget and Benefits. Fall 2017-Present.

Education Policy Committee. AU SPA. Fall 2020-Summer 2022. Chair Fall 2021-Summer 2022.

AU DPAP Learning Assessment Coordinator. Fall 2021-Summer 2022.

American University Faculty Development Leadership Cohort, Year 2 (2018-2019).

Admissions Committee. Masters of Public Policy. AU DPAP. Fall 2016-Summer 2019.

Learning Assessment Committee. UTSA Dept. of Public Administration. Fall 2014-Spring 2016.

MPA Admissions Committee. UTSA Dept. of Public Administration. Fall 2015-Spring 2016.

University Athletics Council. UTSA. Fall 2015-Spring 2016.

University Athletics Council subcommittee on Academic Integrity. UTSA. Fall 2015-Spring 2016.

### **Student Committees**

Doctoral Dissertation Committee Member: Xiaoyang Xu (AU DPAP), Emily Brixey (UC Denver).

AU Doctoral Student Qualifier Paper Committee Member: Wallis Romzek, Richard Takacs, Miriam Kahn, Xiaoyang Xu, Anita Dhillon, Victoria Gibney, William Prince.

UTSA Master Thesis Committee Member: Nathan Foote

### **Professional Committees**

Editorial Board. *Policy Studies Journal*. Fall 2021-Present.

Association for Budgeting and Financial Management (ABFM) Executive Committee. Fall 2019-Fall 2022.

American Political Science Association (APSA) Section on Public Administration Executive Committee. Fall 2019-Fall 2022.

APSA 2023 John Gaus Award Committee Chair. Award honors the recipient’s lifetime of exemplary scholarship in the joint tradition of political science and public administration.

ABFM Curro Awards Committee Member for best graduate student paper. 2019, 2020, 2021 (Chair of Committee).

APSA, PA Section Herbert Kaufman Award Selection Committee Member for best paper presented at APSA on PA Panel in 2021. Spring 2022.

ABFM Nominations Committee Member. Spring 2022.

NASPAA Best Dissertation Awards Committee. 2020. 2021. 2022.

Southwestern Political Science Association Conference Program Committee. 2015.

Panel Discussant (D) or Chair (C): MPSA 2022 (DC), ABFM 2021 (C), MPSA 2018 (D). PMRC 2017 (C). MPSA 2017 (D). MPSA 2016 (D). SSSA 2015 (DC). SPSA 2015 (D).

Section Co-Editor on Power and Politics for the *Global Encyclopedia of Public Administration and Public Policy* to be published by Springer. 2015-2016.

**Occasional Reviewer for:**

*Journal of Public Administration Research and Theory, Public Administration Review, American Review of Public Administration, Public Budgeting & Finance, Public Administration, Journal of Public Policy, Public Performance and Management Review, Urban Affairs Review, Public Management Review, Journal of Policy Studies Perspectives on Public Management and Governance, Political Analysis, International Journal of Public Administration American Politics Research, Policy & Politics, Journal of Public and Nonprofit Affairs, The Social Science Journal, Public Organization Review, International Review of Administrative Sciences, Journal of Health and Human Services Administration.*

**Graduate School**

Texas A&M Political Science Graduate Student President, 2011-2012 Academic Year.

Texas A&M Liberal Arts Graduate Council. Fall 2012 to Spring 2014.

**Conference Presentations**

American Political Science Association: 2012, 2017, 2019-2021

Association for Budgeting and Financial Management: 2013, 2015 - 2019, 2021-2022

Association for Public Policy Analysis & Management: 2019, 2020, 2022

Conference on Empirical Studies of Organizations and Public Management: 2010, 2012.

Midwest Political Science Association: 2010-2020, 2022

Public Management Research Association: 2017, 2019

Public Budgeting and Finance Mini-Conference: 2021, 2022.

Southern Political Science Association: 2012-2013, 2015-2017

Urban Affairs Association: 2016, 2020

**Professional Memberships**

American Political Science Association

American Society for Public Administration

Association for Budgeting and Financial Management

Association for Public Policy Analysis & Management

Midwest Political Science Association

Public Management Research Association