STEPHANIE DEAN DAVIS

School of Public and International Affairs, Virginia Tech, Blacksburg, VA
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Education

PhD, Public Policy and Administration (2018**)**
Virginia Commonwealth University, Richmond, VA
Dissertation: Davis, S. D. Why Local Governments Collaborate: Perspectives from Elected Officials and Local Government Managers on Regional Collaboration.
Master of Public Administration (2001)
Virginia Commonwealth University, Richmond, VA
Bachelor of Science, Economics (1994)
Virginia Polytechnic Institute and State University, Blacksburg, VA

Employment

Academic Experience

Virginia Polytechnic Institute and State University, School of Public and International Affairs, Center for Public Administration and Policy, Blacksburg, VA
Collegiate Associate Professor and Certificate Program Director, August 2023 – Current
Graduate Certificate in Local Government Management
Graduate Certificate in Public and Nonprofit Financial Management
Graduate Certificate in Nonprofit and Nongovernmental Organization Management
Collegiate Assistant Professor and Certificate Program Director, August 2020-August 2023
Assistant Professor of Practice and Certificate Program Director, May 2015 – August 2020
Adjunct Faculty, Graduate Certificate in Local Government Management, May 2012- May 2015
Virginia Commonwealth University, L. Douglas Wilder School of Government and Public Affairs, Department of Public Administration and Policy, Richmond, VA
Graduate Teaching Assistant, Public Administration and Policy, August 2013-May 2015

Professional Experience

Springsted, Inc. Vice President/Consultant**,** Richmond, VA, February 2011 – June 2013
Powhatan County, Virginia, Director of Finance, Human Resources and Information Technology**,** Powhatan, VA, November 2002 – February 2011
Chesterfield County, Virginia, Budget and Management Analyst**,** Chesterfield, VA, August 1997 – November 2002
State of Virginia, Management Analyst**,** Compensation Board, Richmond, VA, August 1994 – August 1997

Publications

Peer-Reviewed Articles

Davis, S., Lee, C., & Bown, C., (2026). Professional Credentialing in Higher Ed: The Case of the Certified Nonprofit Professional Credential to Enhance Student Readiness for the Nonprofit Sector, *Journal of Nonprofit Education and Leadership* (forthcoming)

Davis, S. (2026). Defining Local Government Financial Capacity in Small Towns: Challenges and Opportunities, *Public Finance Journal* (forthcoming)

Davis, S., & Zuniga, R. (2023). COVID-19 Pandemic Financial Impacts on Virginia's Local Governments: A First Look at Total Local Revenue and Vulnerable Local Taxes. *Municipal Finance Journal*, *44*(2), 77-102.

McDonald, B., Larson, S., Maher, C., Kavanagh, S., Hunter, K., Goodman, C., … Zielke, N. (2024). Establishing an Agenda for Public Budgeting and Finance Research. *Public Finance Journal*, *1*(1), 9–28. https://doi.org/10.59469/pfj.2024.15

Davis, S. D., & Gough, M. Z. (2020). Deepening Interlocal Partnerships: The Case of Revenue-sharing Infrastructure Agreements. *State and Local Government Review*. https://doi.org/10.1177/0160323X20928580

Work in Progress

Mastracci, S., Davis, S., & Bredenkamp, D. "Innovative Human Resource Programs in Small Communities"

Professional Articles

Davis, S. (2024). A first look at the financial capacity of Virginia's towns. *Virginia Town and City*, *59*(8), 24-25.

Davis, S., & Galliher, H. (2023). Town Charters of Virginia: Research findings by Virginia Tech's Center for Public Administration and Policy. *Virginia Town and City*, *58*(5), 14-19.

Davis, S. Strategic Planning for Small Communities: A Manager's Manual. *ICMA*. September 2022.

Davis, S. Making it Work for You: Strategic Planning in Small Communities. *Public Management*. April 2022.

Davis, S. How small communities can leverage strategic planning for ARPA funds. *Virginia Town and City,* April 2022.

Davis, S. and Carter, S., Strategic Planning: A valuable (and timely) tool for small communities, *Virginia Town and City*, July 2021.

Davis, S., COVID-19 Financial Impacts on Virginia Local Governments: A Report on Financial Policy Implications, *Virginia Town and City*, June 2020.

Davis, S., Preparing the next generation of managers. *Virginia Town and City*, April 2018.

Book Chapters

Davis, S. Budgeting. (2026). *Handbook for Virginia Mayors and Council Members*. (2026 Edition). Virginia Municipal League Publishers.

Davis, S. Revenues. (2026). *Handbook for Virginia Mayors and Council Members*. (2026 Edition). Virginia Municipal League Publishers.

Davis, S. Strategic Planning. (2026). *Handbook for Virginia Mayors and Council Members*. (2026 Edition). Virginia Municipal League Publishers.

Davis, S., McNiff, V., Tombarge, A., Long, B. (2021) Budgeting. In R. Bullington, M. Fields, M. Gowdy & S. Owen (Eds.), *Handbook for Virginia Mayors and Council Members*. (2021 Edition, 57-70). Virginia Municipal League Publishers.

Davis, S., McNiff, V., Tombarge, A., Long, B. (2021) Revenue Sources. In R. Bullington, M. Fields, M. Gowdy & S. Owen (Eds.): *Handbook for Virginia Mayors and Council Members*. (2021 Edition, 71-82). Virginia Municipal League Publishers.

Reports

Davis, S. Town of Round Hill, VA Technical Assistance Project. Report to the Town Council of Round Hill, VA. April 2024.

Kavanagh S. Addressing Resource Inequities Between Governments Addressing Resource Inequities Between Governments (Part 4). Nov 2020. GFOA. 1-17 (Report) Publisher URL

Kavanagh S. Does Consolidating Local Governments Work? Does Consolidating Local Governments Work? (Part 1). Nov 2020. GFOA, www.gfoa.org. 1-14 (Report) Publisher URL

Kavanagh S. Government as a Platform: Plugging in the Best Service Providers Government as a Platform: Plugging in the Best Service Providers (Part 3). Nov 2020. GFOA. 1-17 (Report) Publisher URL

Kavanagh S. Network Enterprises-An Information Age Solution to Enduring Problems? Network Enterprises - An Information Age Solution to Enduring Problems (Part 2). Nov 2020. GFOA. 1-20 (Report) Publisher URL

Davis S. COVID-19 Financial Impacts on Virginia Local Governments: A Report on Financial Policy Implications COVID-19 Financial Impacts on Virginia Local Governments: A Report on Financial Policy Implications. 10 Jun 2020 (Report)

Editorial Experience

Editor

Editor, Handbook for Mayors and Councilmembers, Virginia Municipal League, January 2026 (forthcoming)

Editorial Board Membership

International Journal of Economics, Finance and Management Sciences
Editorial Board Member, March 1, 2024- Current

Academic Conference Papers and Panels

Davis, S. (2024). Defining Local Government Financial Capacity in Small Towns: Challenges and Opportunities. In *#2024 APPAM Fall Research Conference*. National Harbor, Maryland. November 2024

Lemaire R, Huishan Y, McKeague L, Davis, S. Where will the network benefits accrue? Examining actor centrality in a statewide COVID-19 Finance Network. *ASPA Conference 2024*. April 2024

McKeague L, Lemaire R, Davis, S. Strength in Numbers? Building Rural Expertise through Emergent, Cross-Jurisdictional Coordination and Collaboration during COVID-19 *Public Management Research Conference 2023*. 27 Jun 2023

Davis, S, "Pandemic Impacts on Local Governments: Fund Balance Implications Now and In the Future" Paper presented at the Association of Budgeting and Financial Management Conference, September 2021

McKeague, L., Lemaire, R., Davis, S. "COVID-19, Local Government Disaster Coordination, and the Silver Linings of Virtual Engagement". Presentation at ESADE/Tilburg Network Seminar, May 2021

McKeague, L., Lemaire, R., Davis, S. "Virtual Proximity as New Ways of Engaging: An Exploration of Cross-Jurisdictional Local Government Collaboration in Response to the Financial Challenges Posed by Covid-19", American Political Science Association Meeting, September 2020

Davis, Stephanie, "Why Local Governments Collaborate: Perspectives from Elected Officials and Local Government Managers on Regional Collaboration" Paper presented at the National ICMA Academic Symposium, September 2018

Davis, Stephanie, "Understanding the Factors Influencing Regional Collaboration" A proposal presented at the National ICMA Academic Symposium, September 2016

Davis, Stephanie, "Using performance measurements and transparency efforts to further collaborative efforts between local governments and nonprofits" A paper presented at the 2015 Conference of the Social Equity Leadership Conference., Summer 2015

Professional Presentations/Invited Lectures

Davis, S., Bredenkamp, D. and Mastracci, S. "Innovative Employee Benefits for Small Local Governments: Evaluation" Presentation for the International City/County Management Association Annual Conference, October 2025

Davis, S. "Strategic Planning in Small Communities" Invited Speaker to H. Wayne Huizenga College of Business and Entrepreneurship, NOVA Southeastern University, DPA Class, October 2025

Davis, S. "Strategic Thinking and Communication for Impactful Leadership" Presentation to Fairfax County Employees for Employee Learning Week, September 2025

Davis, S. "How to amend a Town Charter" Presentation to Small Towns Conference, June 2025

Davis, S. "Strategic Planning" Presentation to the Virginia Women's Municipal Leadership Institute, April 2025

Davis, S. "Local Government Budgeting and Finance" Presentation to the Virginia Women's Municipal Leadership Institute, April 2025

Davis, S. "Strategic Planning in Small Communities" Invited Speaker to Suffolk University, National Center for Public Performance, February 2025

Davis, S. "Reversion Informational Session" Presentation for the City of Emporia. Invited Presentation. November 2024

Davis, S. "Strategic Planning for Small Towns" Presentation at the Small Towns Conference 2024. June 2024
Davis, S. "Defining Local Government Financial Capacity" Presentation at the Small Towns Conference 2024. June 2024
Davis, S. "Strategic Planning" Presentation to the Virginia Women's Municipal Leadership Institute. April 2024
Davis, S. "Regional Collaboration" Presentation to the Virginia Local Government Managers Association. February 2023
Davis, S. "Overview of Foundational Budgeting for Local Governments" Presentation to the Virginia Municipal Clerks Association. April 2023
Davis, S. "Strategic Planning for Small Communities" Presentation to the International City/County Management Association. May 2023
Davis, S. "Strategic Planning in Local Government" Presentation to the Virginia Women's Municipal Leadership Institute. July 2023
Davis, S. and Zuniga, R. "Covid-19 Pandemic Financial Impacts on Virginia's Local Government: A First Look at Total Local Revenue and Vulnerable Local Taxes" Presentation to the Virginia Municipal League. October 2023
Davis, S., Kozanecki, E., Stribling, S., Jones, J. "It's Not All about the Numbers: Important Leadership Skills for the Finance Office" Presentation to Government Finance Officers Association, 2021 National Conference. July 2021
Davis, Stephanie, "Strategic Human Resource Management" Presentation to the New River Valley Society for Human Resource Management. May 2021
Davis, S. "Budgeting During an Economic Crisis" Presentation to Virginia Government Finance Officer Association, October 2020.
Davis, S., Boyle, K., Mester, C., "Cares Funding Usage and Guidance for Virginia Local Governments" Presentation to the Treasurers' Association of Virginia. October 2020
Davis, S., Boyle, K., Mester, C., "COVID-19 Management and Finance" Presentation at the 2020 Annual International County City/Management Association National Conference. September 2020.
Davis, S., "The Budget Process for Local Governments" Presentation on behalf of VGFOA to Southwest Virginia local government managers and finance directors, January 2019
Davis, S., "Why Local Governments Collaborate" Presentation at the Virginia Local Government Management Association, June 2018
Davis, S., "Capital Improvement Planning at the Local Level" Presentation at annual conference of the Virginia Association of School Board Officials, October 2017
Davis, S., "Capital Improvement Planning for Planners" Presentation at annual conference of American Association of Planners in Virginia, July 2017
Davis, S., "Funding the Future" Presentation for Planning Directors on Funding the Capital Improvement Workshop, October 2015
Davis, S., "Stewardship and the Public Service" Presentation for Leadership at the Virginia Department of Corrections, September 2015

Fellowships, Honors, and Awards

2021 International City/County Management Association Local Government Research Fellow
2020 CAUS Certificate for Excellence in Outreach
2015 Pi Alpha Alpha (global honor society for public affairs and administration)

Courses Taught:

Human Resources, Finance, and Performance Management for Local Government (Graduate)
Introduction to Public and Nonprofit Financial Management (Graduate)
Budgeting for Performance Management and Outcomes for Public Organizations (Graduate)
Asset Management (Graduate)
Local Government and the Organization (Graduate)
Budgeting Processes and Their Policy Implications (Graduate)
Project and Report Capstone (Graduate))

Personnel Process and Their Policy Implications (Master, CPAP)
Policy Implementation (Undergraduate)
Leadership, Service and Problem Solving (Undergraduate)
Local Government Administration (Undergraduate)
Nonprofit Accountability and Evaluation (Graduate)

Outreach Activities/External Funding

2025	Town of Bedford	Job Description Audit	
2025	Wythe County	Pay Plan Update	($5,000)
2025	Town of Clifton Forge	Pay Plan Update	($8,000)
2025	Town of Farmville	Pay Plan Update	($10,000)
2024	Town of Purcellville	Town Charter Review	
2024	Bath County	Strategic Planning Retreat	($5,000)
2023	Town of Round Hill	Boundary Analysis	($5,000)
2022	Town of Abingdon	Capital Improvement Plan	($4,000)
2021	Town of Abingdon	Department Head Leadership Training	($2,000)
2021	Town of Abingdon	Capital Improvement Plan	($4,000)
2020	Town of Vinton	Salary Study	($6,800)
2020	Grayson County	Org Assessment/Workload	($9,500)
2020	Town of Abingdon	Capital Improvement Plan	($8,000)
2020	Mathews County	Compensation and Classification Study	($16,500)

2016 -2019 Virginia Government Finance Officers Association, Professional Development Program Coordinator ($6,000)

Institutional Grants

2023 CLAHS Faculty Research Grant ($4,000)
2021 Pathways Assessment Mini-Grant ($100)
2021 Junior Faculty Mentoring Grant ($1,500)

University Service

CLAHS Undergraduate Program Directors' Committee Alternate (2025-Present)
CLAHS Undergraduate Curriculum Committee SPIA Representative (2025-Present)
Campus Director, Nonprofit Leadership Alliance (2024-present)
Virginia Tech Academic Leaders Program (2017)
ICMA Student Chapter Faculty Advisor (2015-present)
GFOA Student Chapter Faculty Advisor (2019-present)
Associate Director, Center for Public Administration and Policy, 2017-2019
MPA Advisor, Fall 2019, August 2021-Current
Finance Network Facilitation, April 2020-Current
MPA Committee Member, August 2017-Current
Internship Coordinator, August 2021-Current

Student Mentoring Activities

2021 Undergraduate Research and Independent Study
Faculty-Student Honors College Project
Group Participation in Policy-Thon, served as informal faculty advisor

Community Public Service

Commission on Local Government, Commissioner, Gubernatorial Appointee (January 2019-2023, five-year term), Chair (2021)
Wythe-Grayson Regional Library Board, Board of Trustee (2018-2019) and (2023 – Current)

Professional and Scholarly Associations

Nonprofit Leadership Alliance, Campus Director
Association of Budgeting and Financial Management

Virginia Local Government Management Association
    Non-voting member of Executive Committee
    Coordinator, VLGMA Scholarship Program
Virginia Government Finance Officers' Association
International City/County Management Association
    Advisory Board for Graduate Education Member
Government Finance Officers' Association
    Education Advisory Council Board Member (2021-current)
    Budgeting 2020 and Beyond Task Force Member (2021)
Virginia Municipal League
Virginia Association of Counties
Virginia Women Leading Government

Professional and Continue Education Certifications

Certified Nonprofit Professional, Nonprofit Leadership Alliance, 2025
Prompt Engineering Digital Badge, 2025