

Mac-Jane Crayton
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APPOINTMENTS

- Assistant Professor, Department of Government and Justice, Appalachian State University, 2023 - Current.

APPOINTMENTS

- Summer Diversity Academy Fellow, American University, Washington DC, May 2023.
- American Society for Public Administration (ASPA) Founders' Fellow, 2025

EDUCATION

- **Doctor of Philosophy (Ph.D.) in Public Administration and Public Policy** | 2023
 Auburn University, Auburn AL
 Field of study & Focus: Public Administration and Public Policy, Nonprofit Management, and Environmental Policies.
Dissertation: Why do some local governments offer job training and employability skills or other services to immigrants and others do not?
- **Master of Science in International Relations** | 2015
 Troy University, Troy AL
 Specialization: National Security Affairs
- **Bachelor of Arts in History & International Studies** | 2010
 Imo State University, Imo Nigeria

PEER-REVIEWED PUBLICATIONS

- Crayton, M. (*in press, forthcoming January 2026*). Invisible barriers in a diverse team: Lessons from a children's museum. *SAGE Business Cases*. SAGE Publishing
- Crayton M. and Lanier D. (*in press, forthcoming 2026*). The Hidden Influence: How Personal Spiritual Practices Shape Women's Leadership in Secular Contexts. Book Chapter: Inspirational Women Leaders: The Challenges and Rewards of Religion, Spirituality, Purpose, and Calling in Leadership. Edited by Chrys Egan, Stacy Smulowitz, and Mary Tabata.
- Crayton M. (*forthcoming September 2025*). Navigating Nonprofit Leadership: Strategies for Equitable, Resilient, and Sustainable Impact. Book Chapter: Global Leadership for an Equitable, Resilient, and Sustainable Future, Edited by Linyaun Guo-Brennan, Dionne Rosser-Mims, Maria Guajardo. *Routledge Taylor & Francis Group*
- Crayton, M., Falbo, K., Fisk, J., McKnight, S., & Morris, J., (*projected fall 2025*). Big ideas, big barriers: Climate change implementation at the local level. *Public Organization Review Special Issue Symposium on Managing Climate Change: Government, NGO, and Business Strategies and Partnerships for Mitigating Against, Preparing for, Adapting to, Responding to, and Recovering from Climate Change-Related Events*
- Xi Chen, Crayton M, Zhong Y (*projected fall 2025*). Building Inclusivity: Examine the Drivers of Inclusive Housing Policies for Immigrants in Local Government. *Public Administration Quarterly* –
- Crayton, M., and Naher, N., (2023). “Beyond Oil Spill Cleanup, Abandoned Infrastructures Affect the Environment Too – A case study of the Lived Experiences of the Niger Delta People. *Public Works Management & Policy*, 28(1), 70–88. <https://doi.org/10.1177/1087724X221128824>

- Fisk, J.M., Silvera, G.A., Morris, J.C., Chen, X., Chen, X., Crayton, M.M, & Hume, J.C. (2021). Toward the Roux: Explaining the Adoption of Inclusionary Practices in Local Governments. *State and Local Government Review*. 52(2):89-102. <https://doi.org/10.1177/0160323X20986845>
- Crayton, M.M and Fisk, J.M (2021). Book Chapter 18 - Global Oil. Environmental Issues Today: Choices and Challenges. Edited by Duffy, R. J., & Opp, S. M. *ABC-CLIO, LLC*.

REPORTS AND OTHER PROFESSIONAL PUBLICATIONS

- Crayton, M.M (2023). Greece Healthcare Service-Learning Report, Auburn University, Office of Outreach Global Annual Report.
- Fisk, J.M., Silvera, G.A., Morris, J.C., Chen, X., Chen, X., Crayton, M.M, & Hume, J.C. (2022). “For local governments, adopting more inclusionary practices is about preparation and action.” Invited Contribution to the London School of Economics USAPP- American Politics and Policy Blog.

RESEARCH IN PROGRESS

- Crayton M. (projected November 2025 resubmission). *Local Policy Advocacy and Nonprofits: Nonprofit Influence on Foster Care and Adoption Legislation and Policy Reform*. The Children and Youth Services Review (CYSR)
- Powel, E., Wade-Berg, J., Suero Ramos, H., Crayton, M. (projected September submission). *Evaluating Competency-Based Learning: An Analysis of Student Performance on the Certified Nonprofit Professional (CNP) Exam*. Journal of Nonprofit Education and Leadership.
- Crayton, M. (projected October 31, 2025, submission). *Philanthropy-Based Assignments as a Tool for Navigating Grief in the Classroom*. forthcoming in *Journal of Public Affairs Education* special issue, “Pedagogy of the Emotionally Exhausted: Uncovering, Designing, and Coping with Academic Stressors. – proposal accepted.
- Crayton, M (projected early Spring, January 2026 resubmission). *Exploring the Impact of Philanthropy-Based Assignments on Alleviating Administrative Burdens within Nonprofit Organizations: A Piloted Approach*. Nonprofit Management and Leadership

APPLIED RESEARCH & FUNDING

- Lab iMPACTLY: Interactive workshops and simulation lab for Students and Community Nonprofits collaboration. Initial pilot funding from CETLSS (\$3,000 x 2, year 2023-24 and 2024-25). Pilot assignment kit through PA 5271, Grants Preparation and Strategies Course. Expanded to PA 5530, PA 5270 and PA 4660.
- Graduate Research Assistant (Student Collaborator)
Environmental Protection Agency (EPA) Grant #: 95812500-0 – Climatewise Barrier Analysis. (Toward Climatewise 3.0: Building a More Inclusive Local Environmental Program) | Fort Collins, Summer 2022
 - Reviewed and compiled applicable research/author literature reviews.
 - Summarized notetaking during the focus group and summarized results
 - Participated in research analysis and presentation.

FUNDING

External

- ARNOVA Emerging Scholars Award, 2024
- ARNOVA Conference Scholarship, 2022
- Graduate School Council Travel Fellowship Recipient - \$300, 2022
- Ross Stores Grant Awardee - \$400 ~ to advance research and professional development program, 2021.
- Walmart Grant Awardee - \$250 ~ to advance research and professional development program, 2020.
- WBENC-Cummins Grant Awardee - \$2,000 ~ to advance research and professional development program, 2020.
- Alabama City/County Management Association (ACCMA) Summer conference recipient, 2017.
- Alabama City/County Management Association (ACCMA) Winter Conference scholarship recipient, 2017

Internal

- 2025 Summer Stipend for Writing a Grant Competition (SWAG) Program - \$3500
- CETLSS Civic Engagement Innovation Grant 2024 - \$3000
- Graduate Research Associate Mentoring (GRAM) award program 2024 & 2025 - \$14,000 X 2 (\$28,000)
- CETLSS NC Campus Engagement PACE - Sponsored Conference Recipient, 2024
- CAS Research/Proposal Development Summer Grant - \$5000
- Service-Learning Faculty Fellows, 2023 - \$1000
- Accelerating Faculty and Staff Entrepreneurial Capacity Building Program- \$1000
- Civic Engagement Innovation Grant 2023 - \$3000

TEACHING EXPERIENCE***New Course Development & Program Innovation***

- Developed and implemented a “**liquid syllabus**”, an interactive, continuously updated syllabus that adapts to current events, student feedback, and emerging trends in the nonprofit sector, enhancing engagement and learning outcomes.
- Nonprofit Marketing & Fundraising (Proposed, Spring 2026) – Designed a graduate-level course with service-learning, a structured mentorship program, and a planned NYC experiential component on CRMs and fundraising technology.
- Lab iMPACTLY – Founded and developed a nonprofit experiential learning hub connecting students with local organizations for grant writing, fundraising, needs assessments, and digital projects. Students applied for \$300,900+ in grants in 2024 and \$368,500 in grants in 2025, enhanced nonprofit social media presence, and secured resources for partner organizations. One organized received \$14,000 in the grant applied for by a student
- PA 5530 HR & Volunteer Resource Management (Graduate, Spring 2025) – Designed a new dual-listed and interdisciplinary course integrating philanthropy-based assignments, Lab iMPACTLY projects, and a London study-away component.
- Case Study Development – Created real-world nonprofit management simulations, with a forthcoming case study and teaching notes under contract with SAGE Business Cases (2026).

Courses Taught

- PA 5530: HR & Volunteer Resource Management (Dual listed) – Spring 2025. New prep; integrated experiential simulations and study-away in London.
- PA 5270: Nonprofit Management (Graduate) – Boone & Hickory campuses. Emphasis on governance, ethics, fundraising, marketing, and philanthropy-based assignments (IRS 990 analysis, needs assessments, impact reports).
- PA 5060: Seminar in Public Administration (Graduate) – Boone & Hickory. Foundational Public administration history, theory, leadership, and policymaking; assignments included literature reviews, interviews with public administrators, crisis drill simulation, policy briefs, and other simulations.
- PA 5271: Grants Preparation & Strategies (Graduate) – Service-learning grant development and application with local nonprofits.
- PA 4660: Nonprofit Management: Links to Governance (Undergraduate) – Introduction to nonprofit leadership and management; integrated Lab iMPACTLY projects.
- PA 5010: Field-Based Research (Graduate) – Summer. Independent applied research with community organizations.
- PS 2160: Intro to Public Administration (undergraduate) – introduction to public administration and public service governance.
- PA4665/5665: Public Management (dual listed) – introduction to government agencies, management tasks in the public sector, and effective public management.

Teaching Highlights

- Integrated service-learning and philanthropy-based assignments across nonprofit curriculum.
- Secured CETLSS pilot funding for simulation-based learning activities.
- Developed student skills in grant writing, fundraising, digital marketing, HR/volunteer management, policy analysis, and professional communication.

- Facilitated professional engagement through guest speakers, mentoring, and conference participation (ARNOVA, ASPA).

INVITED LECTURES, TALKS, AND WORKSHOPS

- Igniting Passion and Life-Long Learning in Students – Faculty & Staff Workshop, Presenter – Moral-Ville High School, Nigeria, 2024
- Dream Mentorship Academy, Spring Semester – Instructor & Mentor, 2024
- Phenix city Rotary – Speaker, 2022
- Six weeks Summer DreamUp Experience: professional development course – Instructor, 2021
- Leading a nonprofit with an Abundant Mindset. Impact Academy live webinar – Speaker, 2021
- Six weeks Summer DreamUp Experience: professional development course – Instructor, 2021
- Tough Mother Retreats. Auburn, AL – Speaker, 2021
- Goal Setting & Vision Board Virtual Workshop, Zoom – Trainer, 2021.
- Intro to Digital and Multi-Media Arts (Sect HY1), Belmont Abbey College – Guest lecturer, 2020
- Thriving Beyond COVID-19 as a Nonprofit: the future is Virtual. Auburn Serves, Auburn University – Speaker, 2020
- Intern Training and Placement, Webinar. Auburn Serves, Auburn University – Speaker, 2020
- Emerge Leadership Lunch & Learn, Auburn University – Guest speaker, 2020.
- Dream N’Brunch Women in Business Breakfast Meeting – Speaker. Auburn AL., 2019
- Federal Government College, High School – Speaker. Lagos, Nigeria, 2018
- Dream N’Brunch Workshop – Keynote address. Auburn, AL., 2018
- Dream Mentorship Summer Program – Instructor. Auburn AL., 2018
- Faculty Retreat – Speaker. Mount Olive Elementary, Phenix City, AL., 2017
- Troy University Commencement Ceremony. – Keynote Address. Troy University, Troy AL., 2015
- Delta Mu Delta – Guest lecture. Troy University, AL., 2015
- Dressing for success. Troy 3300 – Guest lecturer. Troy University, AL., 2015

CONFERENCE PRESENTATIONS AND PAPERS

- Crayton, M. (2025) Impact of Philanthropy-Based College Assignments on Community Engagement Appalachian State University. NC Campus Engagement PACE Conference. February 2025. Podium Presentation.
- Crayton, M. (2024) Are Nonprofit Labs the Future? Unpacking their Role in Alleviating Administrative Burdens in Nonprofit Organizations. The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). Washington, DC. November 21, 2024. Podium Presentation.
- Crayton, M. Di Rienzo, M, & Iannelli S. (2024) Exploring Philanthropy-Based College Assignments: An Experimental Study on Community Engagement Impact. The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). Washington, DC. November 22, 2024. Poster Presentation.
- Crayton, M. (2024) Pre-Conference Keynote Address. International Leadership Association (ILA) Global Conference, November 6, 2024.
- Xi, C., Crayton, M., and Zhong Y (2024). “Examine the Drivers of Local Inclusive Housing Policies for Immigrant”. The American Society for Public Administration (ASPA) Annual Conference. Minneapolis, Minnesota, April 12-16, 2024. Podium Presentation.
- Crayton, M (2023). Rethinking nonprofit-local government collaboration. Assessing how nonprofit services drive local government to adopt immigrant-inclusive policies. The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). Orlando, FL. Podium presentation.
- Crayton, M (2023). Does DEI Matter in Community Programs and Service Delivery? Exploring the Role of Inclusive Demographics, Diversity, and Inclusionary Practices in Local Nonprofit Service Delivery. College of Liberal Arts Inclusive Excellence Conference. Podium presentation.

- Fisk, J.M., Morris, J.C., Williamson, R.D., Crayton, M., McKnight, S. (2022). “Climatewise Barrier Analysis: Preliminary Findings.” Outreach and Engaged Scholarship Symposium. Auburn University, AL. Roundtable presentation.
- Crayton, M (2022) “Diversity in Nonprofit Leadership: Does DEI Matter?” The American Society for Public Administration (ASPA) 2022 Annual Conference, Jacksonville, Florida. Symposium session presentation.
- Crayton, M (2021) “Creating Welcoming Nonprofits: Diversity and Inclusionary Practices in Nonprofit Leadership.” The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). Atlanta, Georgia. Poster presentation.
- Fisk, J.M., Morris, J.C. Silvera, G.A., Chen, X., Chen, X., Crayton, M., Haun, C., Hume, J (2020). “Diversity and City Hall: Cultural Competency and Local Governments.” American Society for Public Administration (ASPA). Anaheim, CA (canceled due to covid-19)
- Fisk, J.M., Morris, J.C. Silvera, G.A., Chen, X., Chen, X., Crayton, M., Haun, C., Hume, J (2019). “Diversity and City Hall.” Diversity Symposium and Luncheon. College of Liberal Arts, Auburn University, AL. Podium presentation.
- Crayton, M. (2018). “The Effect of Oil Spills on the Communities in The Niger Delta Region of Nigeria.” Southeastern Conference for Public Administration (SECoPA). Birmingham, AL. Podium presentation.
- Crayton, M. (2018). “Theoretical Framework of Oil Spills in the Niger Delta Region of Nigeria.” This is Research Symposium, Auburn University. Auburn, AL. Podium presentation.
- Crayton, M. (2017). “Female Leadership Deficit in the Nonprofit Sector.” This is Research Symposium, Auburn University. Auburn, AL. Podium presentation.
- Crayton, M. (2014). Modeling Economic Growth in Developing Nations in Africa with the Asian Model. 8th Annual Africanist Graduate Student Conference, Michigan State University. Lansing, Michigan. Podium presentation.

SELECTED HONORS AND AWARDS

- American Society for Public Administration (ASPA) Founders' Fellow, 2025
- PREParation for Appalachian Research Experiences (PREPARE), 2024.
- Created with Purpose Funding Award for outstanding mentorship & training for women, 2022.
- Awarded full conference registration scholarship by ARNOVA, 2022.
- Nonprofit Employee of the Year Award, Nominee – Auburn University, Cary Center, 2022.
- Outstanding Troy Alumna – Troy University, AL, 2021.
- WBENC & Cummins Grant Awardee – National level, USA, 2020.
- Graduate Assistantship (Full Tuition), 2016-2023
- Most Outstanding Woman – Troy University, Troy, AL, 2015
- Pi Sigma Alpha Honor Society – Troy University, AL, 2015

SERVICE TO THE PROFESSION

Service to my university

- Peer Assisted Review Enterprise (PARE), Appalachian State University, 2025-2027
- App State’s Service-Learning Council. 2025
- Mock Reviewer: App State PREPARE Grant Proposals. 2024

Service to my department

- Job search committee. 2024

Service to other institutions

- Research Advisory Committee (RAC), Independent sector. 2025
- Co-Chair: ARNOVA Professional Development Committee (the Graduate Diversity Program). 2024 - present
- Peer Reviewer: Journal of International Migration and Integration (JIMI). 2024
- Peer Reviewer: Journal of Public and Nonprofit Affairs (JPNA). 2024
- Panel Chair: ARNOVA Annual Conference 2023, 2024

NONPROFIT & COMMUNITY SERVICE

Alabama & North Carolina

- Served on Catawba County United Way Grant Review Board | 2025
- Business and career workshop for women in underserved communities in Montgomery | 2023
- Dream Mentorship Summer Professional Development Camp | 2020, 2021, 2022, 2024
- Designed and developed mentorship app prototype
- Raised over \$16,000 for programming.
- Served/mentored over 1500 women from several states in the U.S and other countries, including Canada, Indonesia, Nigeria, Kenya, and Zimbabwe
- Developed, pitched, and recruited beta testers for new mentoring 5-step self-paced mentoring software and program.
- Increased membership by 112%, resulting in over 1000 new members by 2023.
- Developed & signed partnerships with Auburn University New Venture Accelerator, City of Auburn, and Troy University, Phenix City campus for community-based programs.
- Completed 2,160 minutes of summer classes with 80 participant cohorts.
- Facilitated over 3,369 minutes of mentorship and managed 80 volunteer mentors.

Greece

- Auburn University Outreach Global Healthcare program | 2023
 - Collaborated with Doctors of the World, Greece and Mayor/Deputy Mayor of Athens
 - Facilitated healthcare clinics in Athens, Greece for refugees and underserved populations.
 - Supervised over 50 nursing, pharmacy, and biomedical students, faculty & staff

Ghana

- Auburn University Outreach Global Healthcare program | 2018, 2019, 2020
 - Facilitated healthcare clinics in Sekondi and Accra, Ghana
 - Served over 3000 local people from communities in Sekondi-Takoradi and Accra, Ghana
 - Managed the donations of medical supplies and stuffed animals to Effia-Nkwanta Pediatric Clinic

Auburn University

- Campus Kitchen, Auburn University – Member | 2019 - 2021
- Dream Mentorship at Auburn University - President | 2019- 2021
- Women’s Initiatives, Auburn University– Women’s Center Advisory Board Member | 2018 – 2022
- ICMA Auburn Student Chapter - Member | 2017 – 2022
- Graduate School Council - Secretary/Chair of Communications Committee | 2017-2018
- More than Auburn, Auburn University – Member | 2016 – 2021

Troy University

- International Student Cultural Organization (ISCO)– Executive Vice President | 2014-2015
- International Women's Forum – Member | 2014 -2015
- Troy African Students Association (TASA) - Secretary | 2013-2014
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SELECT PROFESSIONAL EXPERIENCE

Graduate Assistant & Service-learning Coordinator

Office of the Vice President for University Outreach, Auburn University, AL | August 2016 – 2023

- Assisted in monitoring and updating the department website and social media platforms as needed.
- Planned educational and business tours to African and European countries.
- Created annual reports and contributed to magazine publications.
- Created flyers, and posters for events, and managed social media presence and news.
- Managed supervisor’s schedule and represented the department at events.

Founder, Dream Mentorship, Auburn, AL | July 2018 – current

- Oversee mentoring programs.
- Teach six weeks of curriculum-based class sessions.
- Provide one-on-one mentoring to 20 – 35-year-old women.
- Manage day-to-day administrative responsibilities.
- Apply for and write grants.

Front Desk (Part-time substitute), City of Auburn, Environmental Services Department, Auburn, AL | December 2015 – June 2016

- Assisted with administrative and clerical duties.
- Attended to the needs and questions of residents in the Auburn area.
- Filed documents and reported complaints and requests.

Graduate Assistant Career Services, Troy University, Troy, AL | August 2014 – May 2015

- Assisted students in reviewing their resumes, cover letters, and statement of purpose letters.
- Aided coordinator with mock interviews and assisted other career service staff with other office duties.
- Supported at the front desk to check in students and visitors.
- Interacted with International students to seek ways to better their experience in the US and in their academics.