

SELECTED WORK EXPERIENCE

Research & Insights Manager (01/2023 – Present)

Deloitte's Center for Board Effectiveness

- Manage a variety of short and long-form research projects on issues related to board governance, oversight, and stewardship.
- Coordinate all major data collection initiatives involving surveys, focus groups, and semi-structured interviews.
- Help raise the profile of the Center as a subject matter expert by assisting marketing staff with communication efforts.
- Work with senior leadership to leverage the Center's insights to better sustain relationships with key clients.

Financial Inclusion Research Collaborator (03/2023 – Present)

Deloitte's Purpose and Diversity, Equity, & Inclusion Office

- Work cross-functionally on accessible but rigorous research that highlights evidence-based strategies for a more inclusive and equitable financial system.
- Assist in the creation and management of the community development financial institution (CDFI) research collaborative.

Vice President of Economic Development Policy (09/2021 – 01/2023)

Carolina Small Business Development Fund (CSBDF)

- Supervise research staff by providing strategic direction, setting priorities, and reviewing major work products.
- Direct both ad-hoc and continuous program evaluation initiatives for the organization's major grant awards.
- Coordinate all organizational partnerships with universities, state government agencies, and non-partisan research thinktanks.

Vice President of Policy & Research (05/2018 – 09/2021)

Carolina Small Business Development Fund (CSBDF)

- As a member of the organization's core executive management team, work cross-functionally to achieve strategic planning goals.
- Oversee the organization's major compliance reports, including data submissions to the Department of the Treasury's CDFI Fund and Aeris Insights impact management system.
- Administer Salesforce database and Qualtrics survey platform systems to ensure accurate real-time dashboard reporting and enhance tracking of programmatic activities.



Jamie Randall McCall

Research Team Lead & Senior Analyst (10/2015 – 05/2018)

Economic Development Partnership of North Carolina (EDPNC)

- Supervise and train junior research analysts on processes for analyzing economic, demographic, labor market, tax environment, and business climate data.
- Design, implement, and manage automated Qualtrics survey data systems. Use survey data to construct predictive models for business recruitment projects.
- Manage all internal evaluation initiatives related to business recruitment, regional industry development, international trade, and small business assistance.

Adjunct Instructor (08/2014 – 01/2023)

School of Government, University of North Carolina at Chapel Hill

- Assisted with teaching Federal Policies and Institutions course.
- Guest Lecturer for courses on federal policy, economic development, and community development for both the online and in-person MPA program formats.

PEER-REVIEWED PUBLICATIONS

Community Development Financial Institution Evaluation: A Luxury but not a Necessity? *Community Development*, 54(1): 91-212, doi: [10.1080/15575330.2021.1976807](https://doi.org/10.1080/15575330.2021.1976807), 2023. With Michele Hoyman.

Beyond Bridging and Bonding: The Role of Social Capital in Organizations. *Community Development Journal*, 57(4): 769-792, doi: [10.1093/cdj/bsab025](https://doi.org/10.1093/cdj/bsab025), 2022. With Teshanee Williams, Maureen Berner, and Anita Brown-Graham.

Place Matters: Government Capacity, Community Characteristics, and Social Capital across United States Counties. *Journal of Public Policy*, 41(4): 677-705, doi: [10.1017/S0143814X20000227](https://doi.org/10.1017/S0143814X20000227), 2020. With Austin Bussing, Michele Hoyman, and Laurie Paarlberg.

Everything but the Kitchen Sink? Factors Associated with Local Economic Development Strategy Use. *Economic Development Quarterly*, 33(4): 267-278, doi: [10.1177/0891242419857152](https://doi.org/10.1177/0891242419857152), 2019. With Jonathan Morgan and Michele Hoyman.

Heterogeneity, Income Inequality, and Social Capital: A New Perspective. *Social Science Quarterly*, 99(2): 699-710, doi: [10.1111/ssqu.12454](https://doi.org/10.1111/ssqu.12454), 2017. With Laurie Paarlberg and Michele Hoyman.

Considering the Role of Social Capital for Economic Development Outcomes in United States Counties. *Economic Development Quarterly*, 30(4): 342-357, doi: [10.1177/0891242416659135](https://doi.org/10.1177/0891242416659135), 2016. With Michele Hoyman, John Brennan, and Laurie Paarlberg.



Jamie Randall McCall

Is there Trouble in Paradise? Galapagos Community Leaders on Managing Economic Development. *Journal of Ecotourism*, 12(1): 33-48, doi: [10.1080/14724049.2012.749882](https://doi.org/10.1080/14724049.2012.749882), 2013. With Michele Hoyman.

Not Imminent in my Domain! County Leaders' Attitudes Toward Eminent Domain Decisions. *Public Administration Review*, 70(6): 886-894, doi: [10.1111/j.1540-6210.2010.02220.x](https://doi.org/10.1111/j.1540-6210.2010.02220.x), 2010. With Michele Hoyman.

REFEREED BOOK CHAPTERS

Urban Economic Development Policy. In *Urban Policy in the United States*, edited by Christine Palus and Richard Dilworth, 365-372, doi: [10.4135/9781483350011.n36](https://doi.org/10.4135/9781483350011.n36), 2016. Washington, DC: CQ Press. With Michele Hoyman.

Evolving Ecotourism: The Galapagos Islands and the Special Law of 1998. In *Science and Conservation in the Galapagos Islands: Frameworks & Perspectives*, Volume 1, edited by Stephen J. Walsh and Carlos F. Mena, 127-140. New York: Springer-Verlag, doi: [10.1007/978-1-4614-5794-7](https://doi.org/10.1007/978-1-4614-5794-7), 2013. With Michele Hoyman.

Leading Practices for Anti-Harassment Policies in the Workplace. In *Human Resource Management*, edited by Stephen E. Condrey, 475-490. San Francisco, CA: Jossey Bass, 2010. With Michele Hoyman.

SELECTED REPORTS & BRIEFS

Five Research Priorities for CDFIs: Advancing Financial Inclusion through Evidence-Based Practice. Deloitte's Purpose Office, Deloitte's Center for Board Effectiveness, Raza Development Fund, and Opportunity Finance Network. [CDFI Financial Inclusion Research Collaborative](#), 2023. With Eugenia Vivanco and Adrienne Smith.

The Many Paths to a More Inclusive Financial System: The Value of CDFIs. Deloitte's Purpose Office, Deloitte's Center for Board Effectiveness, Raza Development Fund, and Opportunity Finance Network. [CDFI Financial Inclusion Research Collaborative](#), 2023. With Eugenia Vivanco and Adrienne Smith.

Missing Pieces Report: A Board Diversity Census of Women and Underrepresented Racial and Ethnic Groups on Fortune 500 Boards. Deloitte's Center for Board Effectiveness and the Alliance for Board Diversity. [7th Edition](#), 2023. With Kori Green, David Levin, Narasimham Mulakaluri, Bridget O'Brien, & Caroline Schoenecker, et. al.

A New Era of Leadership in the Talent Space: The CEO as Orchestrator. Deloitte's Chief Executive Program, Center for Board Effectiveness, and Global Human Capital Practice. [Joint Research Report](#), 2023. With Benjamin Finzi, Art Mazor, Carey Oven, and Elizabeth Molacek.



Jamie Randall McCall

The Complex Role of the Board in Setting Executive Compensation. Deloitte's Center for Board Effectiveness. [On the Board's Agenda](#), July 2023. With Carey Oven, Ian Dawson, Katie Kenny, Sally Cooper, Maureen Bujno, Abby Dunleavy, & Elizabeth Molacek, et. al.

Board Governance and Strategy in a Changing Global Economic Landscape. Deloitte's Center for Board Effectiveness. [On the Board's Agenda](#), April 2023. With Carey Oven, Ira Kalish, & Danny Bachman.

Identifying Reasons for Small & Medium-Sized Firm Closures in North Carolina: An Exploratory Framework Leveraging Administrative Data. Carolina Small Business Development Fund Research Report, doi: [10.46712/firm.closure.reasons](#), 2023. With Natalie Prochaska and James Onorevole.

Growth, Equity, and Individual Welfare: A Theoretical Framework for 'Moving the Needle' on CDFI Impact Evaluation. Carolina Small Business Development Fund and AltCap Research Report, doi: [10.46712/evaluation.frameworks](#), 2023. With Nora Anzawi, Miles Zeller, and James Onorevole.


Extraordinary Times Call for Extraordinary Measures: Small Business Assistance During the Pandemic. Carolina Small Business Development Fund and ResilNC Research Report. doi: [10.46712/extraordinary.times](#), 2022. With Brittany Weston, James Onorevole, John Roberson, and Jamie Andrews.

COVID-19 and North Carolina's Economic Development Organizations: Perspectives on Response, Recovery, and Shifting Priorities. [Community and Economic Development Research Bulletin #10](#). School of Government, University of North Carolina at Chapel Hill, 2022. With Jonathan Morgan.

Community Development Organizations Capacity to Respond to COVID-19: A Theoretical Approach to the Strategic Use of Social Capital. [ncIMPACT Initiative Research Bulletin](#). School of Government, University of North Carolina at Chapel Hill, 2021. With Teshanee Williams, Anita Brown-Graham, and Maureen Berner.

Small Business Stories: Surviving and Thriving Amidst the Pandemic. Carolina Small Business Development Fund Research Report, doi: [10.46712/covid.stories](#), 2021. With Khaliid Scott and Urmi Bhatt.

Alternative Non-Economic Measures of CDFI Lending Impact: An Exploratory Analysis. Carolina Small Business Development Fund Research Report, 2021. doi: [10.46712/alternative.impact](#). With Jason Sabatelle.

Five Insights into How Community Development Corporations in North Carolina View Social Capital. [ncIMPACT Initiative Research Bulletin](#), School of Government, University of North Carolina at Chapel Hill, 2019. With Maureen Berner, Anita Brown-Graham, Jonathan Morgan, Tyler Mulligan, Nathalie Floyd, Christopher Hatton, and Alice Mahood. 



Jamie Randall McCall

- Assessing the Evidence for Five Strategies Used in the Promotion of Rural Economic Development. Carolina Small Business Development Fund Research Report, doi: [10.46712/rural.economic.development](https://doi.org/10.46712/rural.economic.development), 2021.
- Small Business COVID-19 Lending Programs: Fostering Social Capital and Financial Stability. Carolina Small Business Development Fund Research Report, doi: [10.46712/covid.lending](https://doi.org/10.46712/covid.lending), 2021. With Jason Sabatelle and Adonis Caramintzos.
- Community Development in the Southeast: Assessing Progress (and Lack Thereof) with Regional Economic Indicators. Carolina Small Business Development Research Fund Research Report. doi: [10.46712/comm.dev.se](https://doi.org/10.46712/comm.dev.se), 2020.
- Assessing the Early Economic Impacts of COVID-19 on North Carolina's Small Business Community. Carolina Small Business Development Fund Research Report, doi: [10.46712/covid19.economic.impact](https://doi.org/10.46712/covid19.economic.impact), 2020.
- Social Capital in the Era of Social Distancing: Community Development Responses to COVID-19. Carolina Small Business Development Fund Research Spotlight, doi: [10.46712/covid19.social.capital](https://doi.org/10.46712/covid19.social.capital), 2020. With Teshanee Williams.
- Assessing Public, Private, and Philanthropic Support for Community Development Financial Institutions (CDFIs): Data on Contributing Operating Revenues and Measures of Efficiency. Carolina Small Business Development Fund Research Report, doi: [10.46712/cdfi.revenue.sources](https://doi.org/10.46712/cdfi.revenue.sources), 2019. With Emily Paranjape.
- Understanding the Importance of Social Capital in North Carolina. Carolina Small Business Development Fund Research Spotlight, doi: [10.46712/nc.social.capital](https://doi.org/10.46712/nc.social.capital), 2018.
- Veteran-Owned Small- and Medium-Sized Businesses: Assessing Current Research and Evaluating Impacts. Carolina Small Business Development Fund Research Report, doi: [10.46712/veteran.firm.impact](https://doi.org/10.46712/veteran.firm.impact), 2018.
- Global Growth Fuels Surge in North Carolina Exports. North Carolina Annual Report on International Trade, [Economic Development Partnership of North Carolina](#), 2018.
- Power Up: An Overview of North Carolina's Semiconductor Industry. Industry Overview Report, [Economic Development Partnership of North Carolina](#), 2017. With Jessie Maxwell and Austin Rouse.
- Prefunding Other Post-Employment Benefits (OPEB) in State and Local Governments: Options and Early Evidence. [International City & County Management Association Policy Issue Brief](#). Washington, DC: Center for State & Local Government Excellence, 2009. With Jerrell Cogburn.



Jamie Randall McCall

SELECTED CONFERENCE PRESENTATIONS

2023. Building CDFI Research and Evaluation Infrastructure from the Ground Up. Capital Meets Purpose: Opportunity Finance Network Annual Meeting, Washington, DC, October 16. With Courtney Davis, Annie Donovan, Adrienne Smith, and Katy Stigers.
2022. How Community Development Financial Institutions (CDFIs) are shaped by Funders through Data Collection, Impact Measurement, and Evaluation. Paper presented at the 50th Annual Meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, (ARNOVA) November 18, Raleigh, NC. With Teshanee Williams, Natalie Prochaska, and Tamra Thetford.
2022. Extraordinary Times Call for Extraordinary Measures: Use of Loans and Grants for Small Business Assistance During the COVID-20 Pandemic. Poster presented at the Duke University Pandemic Divide Conference, October 26, Durham, NC. With Brittany Weston, James Onorevole, John Roberson, and Jamie Andrews.
2022. Frameworks for Impact Measurement. Invest in Change: Opportunity Finance Network Annual Meeting. New York, New York, October 19. Moderated by Adrienne Smith.
2020. Strategic Use of Social Capital to Build Capacity in Community Development Organizations Post COVID-19. Poster presented at the 42nd Annual Meeting of the Association for Public Policy Analysis and Management (APPAM), November 12, Washington, DC. With Teshanee Williams, Maureen Berner, and Anita Brown-Graham.
2019. Building Bonds and Bridges: A Place-Based Mobility Strategy for Social Capital Creation. Paper presented at the Biannual Federal Reserve Community Development Research Conference, May 10, Washington, DC. With Maureen Berner, Anita Brown-Graham, Jonathan Morgan, Tyler Mulligen, Nathalie Floyd, Christopher Hatton, and Alice Mahood.
2019. Does Government Matter in the Formation of Social Capital? Exploring Variation in Social Capital Across United States Counties. Paper presented at the 77th Annual Meeting of the Midwest Political Science Association (MPSA), April 6, Chicago, IL. With Michele Hoyman, Austin Bussing, Mimi Clemens, and Laurie Paarlberg.
2015. Heterogeneity, Income Inequality, and Social Capital: A New Perspective. Paper presented at the Annual Meeting of the Southeastern Conference on Public Administration (SECoPA), October 3, Charleston, SC. With Laurie Paarlberg and Michele Hoyman.
2015. The Space Between – Examining Social Capital Variation in Local Geography. Paper presented at the 73rd Annual Meeting of the Midwest Political Science Association (MPSA), April 17, Chicago, IL. With Laurie Paarlberg, Michele Hoyman, and Joe Maugeri.



Jamie Randall McCall

2014. The Ties That Bind Us: Exploring the Validity of Social Capital as an Economic Development Strategy. Paper presented at the 72nd Annual Meeting of the Midwest Political Science Association (MPSA), April 3, Chicago, IL. With Michele Hoyman, John Brennan, Laurie Paarlberg, and David Finley.
2013. Reform by Muddling Through: An Analysis of Federal Policy on Economic Development Grant Funding. Paper presented 71st Annual Meeting of the Midwest Political Science Association (MPSA), April 12, Chicago, IL. With Michele Hoyman and Katie Martiniuk.
2010. The Importance of Legal Variables and Legal Context in State Economic Development. Paper presented at the Southeastern Conference on Public Administration (SECoPA), October 13-16, Wilmington, NC. With Michele Hoyman.
2008. Is there Policy Delivery Variation Across the Administrative Regions of the National Labor Relations Board? Paper presented at Biannual Policy History Conference, June 1, St. Louis, MO. With Michele Hoyman and Diane Schmidt.

EDUCATION

Master of Public Administration

The University of North Carolina at Chapel Hill, School of Government, May 2008

- Capstone Topic: *The Use of Eminent Domain by North Carolina Counties: Historical Patterns, Current Trends, and Decision Variables*. Supervised by Willow Jacobson (Chair), Charles Szypszak, and Michele Hoyman.
- Finalist for the International City/County Management Association's Fellowship program.

Bachelor of Arts in Political Science, Philosophy, and Secular Religious Studies

The University of North Carolina at Pembroke, May 2006

- Honors Thesis: *The Changing Two-Party Political System in the United States: The Evolution of the Libertarian Party in the Context of Philosophy, History, and Politics*. Supervised by Carolyn Thompson.
- Summa Cum Laude, Esther G. Maynor Honors College Graduate.

PROFESSIONAL SERVICE

- 2023 – Present: ncIMPACT Research Collaborator, School of Government, University of North Carolina at Chapel Hill.
- 2021 – Present: Research and Evaluation Committee Member, North Carolina Economic Development Association.
- 2019 – Present: Community and Economic Development Research Careers Mentor, Master of Public Administration Mentor Program, School of Government, University of North Carolina at Chapel Hill.