

Annus Azhar

Assistant Teaching Professor

School of Public Affairs
Arizona State University (ASU)

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EDUCATION

Ph.D. in Public Policy and Administration	2023
Department of Political Science and Public Administration	
Mississippi State University	
Starkville, MS, USA	
Committee: Sawsan Abutabenjeh (Chair), Eddie French, Mike Potter, Julius Nukpezah	
<i>Dissertation: Navigating the Road to Distributional Social Equity Using Smart Cities Technologies</i>	
<i>Research Interests: Digital Governance, AI, Smart Cities and Public Values</i>	
MS in Economics	2016
Department of Economics	
Lahore University of Management Sciences (LUMS)	
Lahore, Pakistan	
BSc (Hons) in Economics and Finance	2013
Department of Economics	
Lahore School of Economics (LSE)	
Lahore, Pakistan	

PROFESSIONAL EXPERIENCE

Assistant Teaching Professor	2023–Present
School of Public Affairs	
Arizona State University	
Tempe, AZ, USA (Appointment) / Haikou, China	
<i>Teaching site: HNU–ASU Joint International College (HAIC)</i>	
Graduate Research and Teaching Assistant	2019–2023
Department of Political Science and Public Administration	
Mississippi State University	
Starkville, MS, USA	
Assistant Research Fellow	2016–2019
Punjab Economic Research Institute (PERI)	
Planning & Development Department, Government of the Punjab	
Lahore, Pakistan	
Research Associate	2015
Suleiman Dawood School of Business	
Lahore University of Management Sciences (LUMS)	
Lahore, Pakistan	
Research Intern	2013
United States Agency for International Development (USAID)	
Lahore, Pakistan	

PEER-REVIEWED JOURNAL ARTICLES

- **Azhar, A.**, Abutabenjeh, S., & Nukpezah, J. A. (2024). Budgeting system and economic development outcomes. *Public Administration Quarterly*, 49(2), 106–124.
<https://doi.org/10.1177/07349149241258921>
- **Azhar, A.**, & Ahmad, I. (2024). Poverty dynamics: How well do Pakistan's provinces compare? *Social Indicators Research*, 172(2), 429–447.
<https://doi.org/10.1007/s11205-023-03300-9>
- Dimitrijevska-Markoski, T., Nukpezah, J. A., & **Azhar, A.** (2024). Service delivery during crises: The effects of organizational capacity, collaboration, and public service motivation on organizational resilience. *Public Administration Quarterly*. Advance online publication.
<https://doi.org/10.1177/07349149241262596>
**Recipient of the Best Paper Award, ASPA Section on Professional and Organizational Development (SPOD), 2025.*
- Abutabenjeh, S., Dimand, A. M., Brunjes, B. M., **Azhar, A.**, & Nukpezah, J. A. (2024). Collaboration, capacity, and cross-sector governance: An analysis of the adoption of sustainable technologies. *Public Administration Quarterly*, 48(4), 239–262.
<https://doi.org/10.1177/07349149241262598>
- Nukpezah, J. A., Abutabenjeh, S., & **Azhar, A.** (2022). Do smart cities technologies contribute to revenue performance? Evidence from U.S. local governments. *Public Performance & Management Review*, 45(5), 1155–1180.
<https://doi.org/10.1080/15309576.2022.2076248>
- Abutabenjeh, S., Nukpezah, J. A., & **Azhar, A.** (2021). Do smart cities technologies contribute to local economic development? *Economic Development Quarterly*, 36(1), 3–16.
<https://doi.org/10.1177/08912424211053599>
- **Azhar, A.**, & Adil, S. (2019). The effects of agglomeration on socio-economic outcomes: A district-level panel study of Punjab. *The Pakistan Development Review*, 58(2), 159–176.
<https://doi.org/10.30541/v58i2pp.159-176>

PEER-REVIEWED REPORTS

- Nawaz, S., Mujaddid, H., & **Azhar, A.** (2018). *Situational analysis of small-scale industry in Punjab*. Punjab Economic Research Institute, Planning and Development Department, Government of the Punjab.

MANUSCRIPTS UNDER REVIEW

- **Azhar, A.**, & Abutabenjeh, S. (n.d.). Fostering social equity: The case of Pakistan's home-based workers. Manuscript under review.

MANUSCRIPTS IN PROGRESS

- **Azhar, A.** Generative AI and social equity in U.S. higher education.
- **Azhar, A.** AI and public values in the U.S. public sector.
- **Azhar, A.**, & Abutabenjeh, S. Enhancing teaching: The case of generative AI.

- **Azhar, A.**, & Abutabenjeh, S. Understanding the adoption of smart cities technologies in the United States using the technology acceptance model.
- **Azhar, A.** Capacity to foster distributional social equity: A case of U.S. smart cities.

ACCEPTED BOOK CHAPTERS

- **Azhar, A.**. *AI in government: Future trends and recommendations*. In S. Aikins & T. Dimitrijevska-Markoski (Eds.), *Artificial intelligence and government—Examining the roles and uses of AI in enhancing government operations*. Springer (forthcoming, expected 2025).

CONFERENCE PRESENTATIONS

- Promoting Equity in Higher Education Through No-Code AI. *Conference on Higher Education Pedagogy*. February 2025. Blacksburg, VA, USA.
- Service Delivery During Crisis: The Impact of Capacity, Collaboration, and Public Service Motivation on Governments' Resilience (with Tamara Dimitrijevska-Markoski and Julius Nukpezah). *Annual American Society for Public Administration (ASPA) Conference*. March 2023. Online.
- Capacity to Foster Social Equity: A Study of U.S. Cities (with Sawsan Abutabenjeh). *Association for Public Policy Analysis and Management (APPAM)*. November 2022. Washington, DC, USA.
- Meeting Equity Goals: An Analysis of Federal Agency Performance (with Sawsan Abutabenjeh, Ben Brunjes, and Ana Dimand). *Association for Public Policy Analysis and Management (APPAM)*. November 2022. Washington, DC, USA.
- Using Smart Cities Technologies to Foster Social Equity in the United States: Application of the Technology Acceptance Model (with Sawsan Abutabenjeh). *Southeastern Conference for Public Administration (SECoPA)*. September 2022. Lexington, KY, USA.
- PPBS and Economic Development: A Systems-Theory Perspective (with Sawsan Abutabenjeh and Julius Nukpezah). *Association for Budgeting and Financial Management (ABFM) Conference*. September 2022. Miami, FL, USA.
- Application of the Technology Acceptance Model (TAM) to Smart Cities Technologies. *82nd Annual Meeting of the Academy of Management (AOM)*. August 2022. Online.
- The Implications of Organizational Support and Capacity for Local Government Sustainability (with Sawsan Abutabenjeh, Ana Dimand, Benjamin Brunjes, and Julius Nukpezah). *Annual American Society for Public Administration (ASPA) Conference*. March 2022. Jacksonville, FL, USA.
- Social Equity and Human Resource Development (HRD): The Impact of Government Training on Income—The Case of Informal Workers in Punjab, Pakistan (with Sawsan Abutabenjeh). *Annual Southern Political Science Association (SPSA) Conference*. January 2022. Online.
- Smart Cities as a Tool for Improving Local Government Performance in the United States: The Case of Efficiency and Effectiveness. *92nd Annual Southern Political Science Association (SPSA) Conference*. January 2021. Online.

- Determinants of Earnings in the Informal Sector: Evidence from Subnational Pakistan (with Sawsan Abutabenjeh). *ASPA Mississippi Annual Conference*. January 2020. Starkville, MS, USA.
- Does Water Metering Incentivize Pro-Conservation Preferences? Evidence from Lahore, Pakistan (with Muhammad Hassan, Khawaja Hassan, and Mumtaz Chaudhry). *Annual International Conference of the Applied Economics Research Center (AERC), University of Karachi*. 2017. Karachi, Pakistan.
- Enhancing Agricultural Efficiency: The Differential Impact of Communication Technologies and Mechanization Techniques, Pakistan (with Awais Tahir, Khawar Ata, and Shahid Adil). *33rd Annual General Meeting and Conference of the Pakistan Society of Development Economists*. 2016. Islamabad, Pakistan.

TEACHING EXPERIENCE

COURSES DEVELOPED

Public Sector Applications of AI — Graduate/undergraduate elective on practical GenAI for government operations and policy. Emphasizes no-code and low-code, multimodal learning (text, audio, image, video), ethical integration, and output auditing. Tooling includes MindStudio-based agents, with short applied assignments culminating in a project.

COURSES TAUGHT AT ARIZONA STATE UNIVERSITY

GRADUATE-LEVEL COURSES

- **PAF 501:** Public Service Research I Fall 2023, Fall 2024, Fall 2025
- **PAF 502:** Public Service Research II Spring 2023, Spring 2025
- **PAF 503:** Public Affairs Spring 2023, Spring 2025
- **PAF 555:** Information Technology in Emergency Management Spring 2023, Spring 2025

UNDERGRADUATE-LEVEL COURSES

- **PAF 494:** Graduation Thesis Research Design Fall 2023, Fall 2024, Fall 2025
- **PAF 302:** Public Service Research Methods Summer 2024 (Online), Fall 2024
- **PAF 300:** Public Management and Administration Spring 2023, Spring 2025
- **PAF 200:** Public Service and Public Policy in the 21st Century Fall 2024, Fall 2025

COURSES TAUGHT AT MISSISSIPPI STATE UNIVERSITY

UNDERGRADUATE-LEVEL COURSES

- **PS 2703:** Introduction to Public Policy Fall 2022, Spring 2023

MENTORSHIP & SUPERVISION

- Q. Miao, Y. Jiao, & C. Wang — *AI Governance in China: Strategies, Global Lessons, and Theoretical Insights*, Arizona State University
Role: Primary Supervisor
2025–Present

GRANTS

FUNDED PROJECTS

- *Equity in AI Policy: Narrative Analysis in Public Higher Education*
Research Innovation Award
HAIC, Arizona State University
Principal Investigator
\$5,000
2025
- *No-Code AI in Emergency Management Education*
Teaching Innovation Award
HAIC, Arizona State University
Principal Investigator
\$5,000
2025
- *Bridging Theory and Practice in Public Policy and Research Methods Courses Using AI*
AI Innovation Challenge
Arizona State University (in collaboration with OpenAI)
Principal Investigator
100 ChatGPT Edu Licenses for a Semester
2024
- *AI-Empowered Teaching and Learning: A New Paradigm at HAIC*
Teaching Innovation Award
HAIC, Arizona State University
Principal Investigator
\$5,000
2024

NOT FUNDED

- *Promoting Social Equity in Higher Education with No-Code AI Tools*
The Learning Engineering Institute, Arizona State University
Principal Investigator
\$8,000
2024

FELLOWSHIPS AND AWARDS

Best Paper Award — Section on Professional and Organizational Development (SPOD),
American Society for Public Administration (ASPA)
2025

- Advocacy Institute Fellowship
The Southern Poverty Law Center
2023
- Outstanding Graduate Student
Department of Political Science and Public Administration
Mississippi State University
2023

- Travel Grant
Graduate School, Mississippi State University (\$800) 2022
- Travel Grant
College of Arts and Sciences, Mississippi State University (\$1,200) 2021 and 2022
- Doctoral Student Professional Development Consortium Award
Academy of Management (\$250) 2022
- Professional Development Award
Graduate School, Mississippi State University (\$300) 2022
- Workshop Award
Society of Multivariate Experimental Psychology (SMEP) (\$795) 2021
- LifeSkills Training
Botvin (\$250) 2021
- Garner Fellowship
Department of Political Science and Public Administration
Mississippi State University (\$4,080/year) 2019–2023

TRAINING AND SKILLS

PEDAGOGICAL TRAINING

- Master Class on Teaching Public Service in the Digital Age 2024
- Teaching and Learning with Generative AI, Arizona State University 2024
- Teaching and Learning Statistics with ChatGPT, Instats 2024
- Using AI as Your Teaching Assistant, Arizona State University 2023

METHODOLOGICAL SKILLS

- Advanced Nonlinear Regression Modeling, Instats 2023
- Regression Analysis: Everything You Need to Know, Instats 2023
- Introduction to Structural Equation Modeling, CenterStat 2021
- Poverty and Inequality Analysis, The World Bank 2018
- Poverty Measurement Training, The World Bank 2017
- Stata Training Course, The World Bank 2017
- Training on GIS and Geo Visualization, The Urban Unit 2016
- Capacity Building of Government Officers on Planning Manual, Government of Punjab 2016

ACADEMIC SERVICE

SERVICE TO PROFESSION

- Social Media Editor and *ad hoc* Associate Editor, *Public Integrity*
- Reviewer for:
 - *Public Administration Review*
 - *Journal of Social Equity and Public Administration*
 - *Public Integrity*
 - *Economic Development Quarterly*
 - *Social Indicators Research*
 - *Public Works Management & Policy*
- Reviewer, Academy of Management Annual Meeting
- Discussant, APPAM Fall Research Conference
- Panel Chair, SPSA Conference
- Volunteer, ASPA Conference

SERVICE TO INSTITUTION

- Member, HAIC-SPA Committee (Curriculum, Admissions)
- Member, Student Support and Success Committee
- Member, Graduation Thesis Defense Committee (*ad hoc*)
- Reviewer, Research Grant, Arizona State University
- Reviewer, Travel Grant, Arizona State University
- Poster Evaluator, Undergraduate Research Symposium, Mississippi State University

WORKSHOPS CONDUCTED

- Responsible use of AI in academic research, Haikou, China 2025
- Promoting equity in higher education through no-code AI, Blacksburg, VA, USA 2025
- AI tools for social innovation, Haikou, China 2024
- Role of GenAI in public-sector delivery, Haikou, China 2024
- Managing and integrating GenAI in the classroom, Haikou, China 2024

CERTIFICATIONS

- Certified AI Expert, MindStudio 2024
- Master Class for Teaching Online, Arizona State University 2024
- Career Essentials in Generative AI, Microsoft and LinkedIn 2023
- LifeSkills Training, Botvin 2021
- Online Teaching Certification, Mississippi State University 2020
- Classroom Teaching Certification, Mississippi State University 2019

SOFTWARE AND SKILLS

- **Quantitative:** Stata; Mplus
- **Qualitative:** MAXQDA
- **Programming:** Python
- **Authoring:** L^AT_EX
- **Platforms:** Generative AI (GenAI), MindStudio

PROFESSIONAL MEMBERSHIPS

- American Society of Public Administration (ASPA)
- Digital Government Society (DGS)
- EDUCAUSE