

# Annus Azhar

Assistant Teaching Professor

School of Public Affairs  
Arizona State University (ASU)

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## EDUCATION

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**Ph.D. in Public Policy and Administration** 2023

Department of Political Science and Public Administration

Mississippi State University

Starkville, MS, USA

Committee: Sawsan Abutabeneh (Chair), Eddie French, Mike Potter, Julius Nukpezah

*Dissertation: Navigating the Road to Distributional Social Equity Using Smart Cities Technologies*

*Research Interests: Digital Governance, AI, Smart Cities and Public Values*

**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

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**Assistant Teaching Professor** 2023–Present

School of Public Affairs

Arizona State University

Tempe, AZ, USA (Appointment) / Haikou, China

*Teaching site: HNU–ASU Joint International College (HAIC)*

**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

Suleman 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

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- **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

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- 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

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

## MANUSCRIPTS IN PROGRESS

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- **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

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- **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

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- 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

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### 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 21<sup>st</sup> 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

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

## GRANTS

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### 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

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- **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

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### 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

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### 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

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| • 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

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- 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

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- **Quantitative:** Stata; Mplus
- **Qualitative:** MAXQDA
- **Programming:** Python
- **Authoring:**  $\text{\LaTeX}$
- **Platforms:** Generative AI (GenAI), MindStudio

## PROFESSIONAL MEMBERSHIPS

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