

CURRICULUM VITAE

KATHRYN E. NEWCOMER

Position: Professor, The Trachtenberg School of Public Policy and Administration,
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Education: Ph.D. in Political Science, University of Iowa
Fields: Public Policy, Research Methods, and American Politics

M.A. in Political Science, University of Kansas
Fields: State and Local Government and Soviet Politics

B.S. in Secondary Education in the Social Sciences, University of Kansas

Recent Honors:

The Joseph Wholey Distinguished Scholarship Award for outstanding body of scholarly work and lifetime achievement in the areas of performance management, government accountability, and program evaluation, April 2021.

Appointments to the Following Committees of the National Academy of Sciences:

1. NRC Committee on Approaches for an Evaluation of the NIST/NRC Postdoctoral Research Associateships Program (2008)
2. NRC Review of United States Institute of Peace Senior Fellows Program (2008)
3. NRC Committee on Laboratory Security and Personnel Assurance Systems for Laboratories Conducting Research on Biological Select Agents and Toxins (2009)
4. NRC External Evaluation of National Institute on Disability and Rehabilitation Research (2010)
5. Review of Specialized Degree-Granting Graduate Programs of the Department of Defense in STEM and Management (2014)
6. Committee on Assessing the Minerva Research Initiative and the Contribution of Social Science to Addressing Security Concerns (2018-19)
7. Study and Recommendations on the HIMS, FADAP, and Other Drug and Alcohol Programs within the U.S. DoT (2022-23); and
8. Evaluation of the Gulf Research Program (2023-24).

Fulbright Fellowship, Taipei, Taiwan, Republic of China, Spring, 1993
Award from The National Science Council, Republic of China, Spring, 1993
Peter Vaill Award for Excellence in Education, December 1995
Elected Fellow of the National Academy of Public Administration, 1996
The George Washington Award, May 2000
Fulbright Award for Bilateral Curriculum Development with Cairo University, 2001-2004
President of the National Association of Schools of Public Affairs and Administration (NASPAA), October 2006–2007
The Elmer Staats Award for Achievements in Government Accountability, awarded by the National Capital Area Chapter of the American Society for Public Administration, May 8, 2008
Elected Member of the Board of the American Evaluation Association, 2012–15
Elected to the GW Faculty Senate, 2011–2017
Peter Konwerski Award for Service, May 2013
Oscar and Shoshanna Trachtenberg Prize for Service, 2014
Duncombe Excellence in Doctoral Education Award awarded by NASPAA, 2016
President of the American Evaluation Association, 2017

Publications:

Books:

Research Handbook on Program Evaluation. Forthcoming 2024. Edward Elgar Publishing. Co-editor: Steven Mumford.

Evidence-Building and Evaluation in Government. January, 2022. Sage Publisher. Co-author: Nick Hart.

Engagement for Equitable Outcomes: A Practitioner's Playbook. March, 2022. Rowman Littlefield Publisher. Co-authors: Quentin Wilson and Allyson Criner Brown.

U.S. Inspectors General: Truth Tellers in Turbulent Times. Brookings, 2020. Co-author: Charles Johnson.

Handbook of Practical Program Evaluation, San Francisco, CA: Jossey-Bass, 1994, 2004, 2010, 2015. Co-editor with Joseph Wholey and Harry Hatry.

Transforming Public and Nonprofit Organizations: Stewardship for Leading Change, Tysons Corner, VA: Management Concepts, 2008. Co-author with Jed Kee.

Getting Results: A Guide for Federal Leaders and Managers, Tysons Corner, VA: Management Concepts, 2005. Co-editor with Barry White.

Meeting the Challenges of Performance-Oriented Government, Washington, DC: American Society for Public Administration, 2002. Senior editor.

Using Performance Measurement to Improve Public and Nonprofit Programs, San Francisco, CA: Jossey-Bass, 1997. Edited this issue of *New Directions in Program Evaluation*.

Improving Government Performance, San Francisco, CA: Jossey-Bass, 1989. Co-editor with Joseph Wholey.

Book Chapters:

“Teaching User-Oriented Program Evaluation,” in Peter Bergerson (ed.), *Teaching Public Policy*. Westport, CT: Greenwood Press, 1991.

“Evaluating Public Programs,” in James Perry (ed.), *Handbook of Public Administration*. San Francisco: Jossey-Bass, 1996.

“Measuring Government Performance,” in Kuotsai Tom Liou (ed.), *Handbook of Public Management Practice and Reform*. New York, NY: Marcel Dekker, 2001.

“Government as Structural Context for Evaluation,” in Ian F. Shaw, Jennifer C. Greene, and Melvin Mark (eds.), *Handbook of Evaluation: Programme, Policy and Practice*. Thousand Oaks, CA: Sage Publications, 2004. Co-author with Phil Davies and Haluk Soydan.

“Aplicacao do Metodo de Regressao na Avaliacao de Programas,” in Dalane Botelho (ed.), *Pesquisa Quantitativa em Administracao*, Sao Paulo, Brazil: Editora Atlas, 2006.

“Assessing Program Performance in Nonprofit Agencies,” in *The International Handbook of Practice-Based Performance Management*. Thousand Oaks, CA: Sage, 2008.

“Driving Improvements in Federal Policy Outcomes: Lessons for a New President,” in Anna Shillabeer, Terry F. Buss, and Denise M. Rousseau (eds.), *Evidence-Based Public Management: Practices, Issues and Prospects*. Armonk, NY: M.E. Sharpe, 2009. Co-author with F. Stevens Redburn.

- “Redefining Leadership and Sustainability—the Network Way: Building Institutional Networks for Environmental Education for the National Park Service,” in Deborah Rigling Gallagher (ed.), *Environmental Leadership: A Reference Handbook*. Los Angeles, CA: Sage, 2012. Co-authored with Elizabeth David, Katherine Hanson, and Charity Self.
- “Basics of Design for Evaluation of Cohesion Policy Interventions,” in Karol Olejniczak, Marek Kozak, and Stanislaw Bienias (eds.), *Evaluating the Effects of Regional Interventions: A Look Beyond Current Structural Funds*. Warsaw, Poland: Ministry of Regional Development, 2013.
- “Forward,” in *Human Capital Management: What Really Works in Government*. Tysons Corner, VA: Management Concepts, 2014.
- “Forward,” in Kim Forss and Mita Mara (eds.), *Speaking Justice to Power: Ethical and Methodological Challenges for Evaluators*. New Brunswick, NJ: Transaction Publishers, 2014.
- “Moving Towards Accountability for Learning,” in Karol Olejniczak and Stanislaw Mazur (eds.), *Organizational Learning: A Framework for Public Administration*. Warsaw, Poland: Scholar Publishing House, 2014. Co-author: Karol Olejniczak.
- “Outputs to Outcomes,” in Mary Guy and Marilyn Ruben (eds.), *Public Administration Evolving: From Foundations to the Future*. Washington, DC: American Society for Public Administration, 2015.
- “Ethics and Program Evaluation,” in *Encyclopedia of Public Administration and Public Policy* (3rd ed.). Oxford, UK: Oxford University Press, 2015. Co-authored with Steven Mumford and Burt Barnow.
- “Carol Weiss, Evaluation Research: Methods for Studying Programs and Policies,” in Steven Balla, Martin Lodge, and Edward Page (eds.), *The Oxford Handbook of Classics in Public Policy and Administration*. Oxford, UK: Oxford University Press, 2015.
- “Evaluating the Performance of Public Programs,” in James Perry and Robert Christensen (eds.), *Handbook of Public Administration* (3rd ed.). San Francisco, CA: Jossey-Bass, 2015.
- “Effective Faculty Development.” in Bruce McDonald and William Hatcher, (eds.), *The Public Affairs Faculty Manual: A Guide to the Effective Management of Public Affairs Programs*, 2020. Co-author: Jasmine Johnson.

“Performance: Making Sense of Forests and Trees.” in *The Handbook of Theories of Public Administration and Management*, edited by Thomas Bryer. New York: Edward Edgar Publisher, 2021. Co-author: Clint Brass.

“Approaches to Improving Performance in Government: Making Sense of Where We’ve Been and What’s Next?” in *Public Productivity and Performance Handbook*, (3rd ed), edited by Marc Holzer.. New York: Routledge, 2021. Co-Author: Clint Brass.

Peer-reviewed Articles:

“Joint Electoral Outcomes as Cues for Congressional Support of Presidents.” *Legislative Studies Quarterly* 4, no. 2 (1979): 218–299. Co-authored with M. L. Brauen.

“Analyzing Policy Impact: Selection of a Linear Trend Model.” *Policy Studies Journal* 8, no. 6 (1980): 928–941. Co-authored with R. J. Hardy.

“Quasi-Experimental Time-Series Designs,” in John G. Grumm and Stephen L. Wasby (eds.), *The Analysis of Policy Impact*. Lanham, MD: Lexington Books, 1980.

“The Impact of Reapportionment on Policy Expenditures: A Quasi-Experimental Time-Series Analysis.” *Law and Policy Quarterly* 3, no. 4 (1981): 464–484. Co-authored with R.J. Hardy.

“The Impact of General Revenue Sharing on Spending in Fifty Cities.” *Urban Affairs Quarterly* 18, no. 1 (1982): 131–141. Co-authored with Susan Welch.

“Changing the Rules of Rule-Making.” *The Bureaucrat* (July 1982). Co-authored with Glen Kamber.

“Trends in Municipal Borrowing.” *Urban Data Service Reports* 14, no. 11 (November 1982).

“Municipal Debt and the Impact of Sound Fiscal Decision-Making,” in *Municipal Yearbook 1983*. Washington, DC: International City Management Association, 1983.

“Major Findings of the New Mexico Experiment of Teleconferenced Administrative Fair Hearings.” *University of Miami Law Review* 38, no. 4 (1984): 647–655. Co-authored with Jerome R. Corsi, Lawrence B. Rosenfeld, Gene D. Fowler, Darwin C. Niekerk, and Julie Davis Bell.

“Incorporating Computer Literacy in the MPA Curriculum,” in James D. Carroll (ed.), *Education for Public Service 1984*. Syracuse, NY: Syracuse University Press, 1985.

- “Where Have All the Incentives Gone?” *The Bureaucrat* 14, no. 2 (1985): 35–38.
- “The Administrative Hearing Experience: Women and Men Unemployment Insurance Complaints.” *Women and Politics* 5, no. 2–3 (1985): 93–111. Co-authored with Julie Davis Bell.
- “A Hands-on Approach to Teaching Program Evaluation.” *Evaluation News* 6, no. 3 (1985): 77–79.
- “Asking Appropriate Questions Appropriately.” *Evaluation News* 6, no. 4 (1985): 16–20.
- “Federal Information Resources Management: Embracing the Concept.” *Information Management Review* 2, no. 1 (1986): 29–36. Co-authored with Sharon Caudle.
- “Grant Allocation Decision Rules: Expectations Versus Realities.” *Evaluation Review* 10, no. 6 (1986): 860–879.
- “Managing Electronic Patterns: The Office of the Future.” *Information Management Review* 2, no. 2 (1986): 17–24. Co-authored with Sharon Caudle.
- “Command and Control: Public Program Oversight in the Information Age.” *Information Management Review* 3, no. 1 (1987). Co-authored with Sharon Caudle.
- “Political Ends and Practical Needs: A Case Study.” *Evaluation and Program Planning* 12, no. 3 (1988): 279–286. Co-authored with Sharon Caudle.
- “The Presidential Management Internship Program: Looking Backward and Moving Forward.” *Public Administration Review* 49, no. 4 (1989): 372–386. Co-authored with Gail Johnson, Tom Naccarato, and Sam Collie.
- “Ten Ways to Kill Evaluation.” *The Bureaucrat* (Fall 1989): 59–60.
- “Successful Recruitment and Retention.” *The Bureaucrat* 19, no. 1, (1990): 35–39.
- “Evaluating Public Sector Information Systems: More Than Meets the Eye.” *Public Administration Review* 51, no. 5 (1991): 377–384. Co-authored with Sharon Caudle.
- “Key Information Systems Management Issues of the Public Sector.” *MIS Quarterly* (June 1991): 171–181. Co-authored with Sharon Caudle and Wilper Gorr.
- “Building Partnerships: The Public Service Academy.” *The Bureaucrat* 20 (Winter 1991–1992).
- “Recent Trends in the Evaluation of Public Policies and Programs of the U.S. Federal Government.” *The Chinese Journal of Administration* (February 1993).

- “Opportunities and Incentives for Improving Program Quality: Auditing and Evaluating.” *Public Administration Review* 54 (November 1994): 147–154.
- “Toward Effective Use of Performance Measurement in the Federal Government.” *The Public Manager* 25, no. 4 (1996): 31–34.
- “Effective Use of Performance Measurement at the Federal Level.” *Public Administration Times* 20, no. 1 (1997): 2–4.
- “The Changing Nature of Accountability: The Role of the Inspector General in Federal Agencies.” *Public Administration Review* 57 (1998): 129–136.
- “Accountability in the Federal Government,” in George Thomas Kurian, Joseph P. Harahan (eds.), *A Historical Guide to the U.S. Government*. Oxford, UK: Oxford University Press, 1998.
- “Performance-Based Management: What Is It and How Do We Get There?” *The Public Manager* 26 (Winter 1998): 37–40.
- “So What Results Should We Expect From the Results Act?” *Federal Times* (June 1999).
- “Are We Improving the Performance of Government Through GPRA?” *The Public Manager* 28, no. 4 (2000): 21–24.
- “The Dream Team: Human Capital Needs for Auditors in Performance-Oriented Government.” *Journal of Public Inquiry* (Fall/Winter 2000): 37–42. Co-authored with Sam Neill.
- “Opportunities for Program Evaluators to Facilitate Performance-based Management.” *Evaluation and Program Planning* 24, no. 1 (2001): 63–71. Co-authored with Maryanne Scheirer.
- Using Program Evaluation to Support Performance Management: A Guide for Federal Executives*. 2001. Washington, DC: IBM Center for the Business of Government. Co-authored with Maryann Scheirer.
- “Tracking and Probing Program Performance: Fruitful Path or Blind Alley for Evaluation Professionals?” *The American Journal of Evaluation* 22, no. 3 (2001): 337–341.
- “Sustaining and Invigorating MPA Programs Communities.” *Journal of Public Affairs Education* 9, no. 1 (2003): 35–38.
- “How might we Strengthen Evaluation Capacity to Manage Evaluation Contracts?” *The American Journal of Evaluation* 25, no. 2 (2004) 209–218.

- “Federal Offices of the Inspector General: Thriving on Chaos?” *American Review of Public Administration* 34, no. 3 (2004): 235–251. Co-authored with George Grob.
- “Quali sono le conseguenze della misurazione delle performance della rendicontazione sull’esercizio dell’accountability nell’amministrazione federale statunitense?” (“What are the effects of performance measurement and accountability report practices on federal administration in the United States?”) *Rassegna Italiana di Valutazione* 29 (2004): 1000–1013.
- “Partnering to Improve Education for Public Service.” *Journal of Public Affairs Education* 11, no. 2 (2005): 83–93. Co-authored with Laila El Baradei.
- “How does Program Performance Assessment Affect Program Management in the Federal Government?” *Public Performance and Management Review* 30, no. 3 (2007): 332–350.
- “The Certainty of Uncertainty.” *Journal of Public Affairs Education* 13, no. 1 (2007): 1–14.
- “Measuring Government Performance.” *International Journal of Public Administration* 30, no. 3 (2008): 307–329.
- “A Human Capital Management Assessment Tool for Identifying Training and Development Needs: Application to Egyptian Public Organizations.” *International Journal of Public Sector Performance Management* 1, no. 2 (2008): 119–149. Co-authored with Laila El Baradei.
- “Why do Change Efforts Fail?” *The Public Manager* 37, no. 3 (2008): 5–12. Co-authored with Jed Kee.
- “Where are We on the Federal Performance Learning Curve?” *PA Times* (November 2008). Guest editorial.
- “Public Service Education: Adding Value in the Public Interest.” *Journal of Public Affairs Education* 16, no. 2 (2010): 207–231. Co-authored with Heather Allen.
- “Putting Performance First: A New Performance Improvement and Analysis Framework,” in Jonathan D. Breul, Kathryn Newcomer, Joseph P. Goldman, Paul L. Posner, and Steven Schooner (eds.), *Framing a Public Management Research Agenda*. Washington, DC: IBM Center for the Business of Government, 2010.
- “Improving Public Service Education Programs Through Assessing the Performance of MPA Alumni.” *International Journal of Public Administration* 33, no. 6 (2010): 311–324. Co-authored with Heather Allen and Laila El Baradei.

- “Public-Private Partnership and the Public Accountability Question.” *Public Administration Review* 70, no. 3 (2010): 475–485. Co-authored with Jed Kee, John Forrer, and Eric Boyer.
- “Strategic Transformation Process: Toward Purpose, People, Process and Power.” *Organization Management Journal* 7, no. 1 (2010): 66–60. Co-authored with Elizabeth Davis and Jed Kee.
- “Federalist 23: Can the Leviathan be Managed?” *Public Administration Review* 71 (2011): S37–46. Co-authored with Jed Kee.
- “Public Performance Management Systems: Embedding Practices for Improved Success.” *Public Performance and Management Review* 35, no. 1 (2011): 108–132. Co-authored with Sharon Caudle.
- “Expectations and Capacity of Performance Measurement in NGOs in the Development Context.” *Public Administration and Development* 33, no. 1 (2013): 62–79. Co-authored with Laila El Baradei and Sandra Garcia.
- Balancing Independence and Positive Engagement: How Inspectors General Work with Agencies and Congress*. 2015. Washington, DC: IBM Center for the Business of Government. Co-authored with Charles Johnson.
- “Developing Government expertise in Strategic Contracting for Public–Private Partnerships.” *Journal of Strategic Contracting and Negotiation* 1, no. 2 (2015): 129–148. Co-authored with Eric Boyer.
- “Forging a Strategic and Comprehensive Approach to Evaluation Within Public and Nonprofit Organizations: Integrating Measurement and Analytics Within Evaluation.” *American Journal of Evaluation* 37, no. 1 (2016): 80–99. Co-authored with Clint Brass.
- “Developing and Sustaining Effective Faculty Mentoring Programs.” *Journal of Public Affairs Education* (2016): 483–506. Co-authored with Joselynn Fountain.
- Getting Performance from Performance Management: A Framework for Strategic Management Choices.” 2018. *International Journal of Public Administration*. Volume 41, Issue 15, pp. 1228-1242. Co-authors: Stuart Kasdin and Burt Barnow.
- “Presidential Evidence Initiatives: Lessons from the Bush and Obama Administrations’ Efforts to Improve Government Performance.” Bipartisan Policy Center Technical Paper, February, 2018. Co-author: Nick Hart.
- “Supporting the AEA Mission of Improving Evaluation Practice, Methods, and Use: The Timely Value of a National Academy of Evaluation.” *American Journal of Evaluation*, 2018, Volume 39 Number 4. Co-author: George Julnes.

"Promoting STEM Teacher Reflection through Self-Evaluation" (2019). *Political Science Faculty Publications*. Paper 8.

https://scholarworks.uno.edu/ps_facpubs/8 Co-authored with Steven Mumford.

"Advancing evaluation practice with serious games." 2020. *American Journal of Evaluation*,. <https://journals.sagepub.com/doi/10.1177/1098214020905897> Co-authors: Karol Olejniczak and Sebastiaan Meijer.

"Leading and Learning Through Dynamic Performance Management in Government. 2020. *Public Administration Review*, <https://onlinelibrary.wiley.com/doi/full/10.1111/puar.13126> Co-author: Ioana Munteanu.

"U.S. Inspectors General and the CARES Act: Accountability through Independent Audits, Investigations and Evaluations" in *PA Times*, Fall 2020 Vol. 6, issue 2 pp 3-5. Co-author: Charles Johnson.

"Accountability and trust in government: what's next?" *Revista da CGU* • Volume 12 • Nº 22 • Jul-Dez 2020, pages 344-349.

Making Federal Agencies Evidence-based: The Key Role of Learning Agendas. 2021. Washington, D.C.: IBM Center for the Business of Government. Co-authors: Nick Hart and Karol Olejniczak.

"Reckoning With Race and Gender in Public Administration and Public Policy: A Substantive Social Equity Turn." 2022 *Public Administration Review*. Vol. 82, Issue. 3, pp. 386–395. Co-authors: Sanjay Pandey, Norma Riccucci, Leisha DeHart Davis and Jasmine Johnson.

"Learning agendas: Motivation, engagement, and potential." 2022. *New Directions for Evaluation*, 173, 63-83. Co-authors: Karol Olejniczak and Nick Hart. <https://doi.org/10.1002/ev.20495>

"How qualitative research methods can be leveraged to strengthen mixed methods research in public policy and public administration?" *Public Administration Review*. 2022 Co-authors: Kathryn Hendren, Sanjay Pandey, Margaret Smith and Nicole Sumner. <https://onlinelibrary.wiley.com/doi/10.1111/puar.13528>

"From Noise to Knowledge: Improving Evidentiary Standards for Program Efficacy to Better Inform Public Policy and Management Decisions." 2023. *Public Administration Review*. Volume 83, Number 5, September/October. Co-authors: Jeremy Hall, Sanjay Pandey, Travis Reginal, and Ben White.

Papers Presented at Professional Conferences:

- “The Diffusion of Public Policies.” Presented at The Shambaugh Conference on the Use of Mathematics in Undergraduate Instruction in Political Science, University of Iowa, Iowa City, Iowa, December 1977.
- “Presidential Coattails and Presidential Support: What Difference Do They Make?” Presented at the annual meeting of the Midwest Political Science Association, Chicago, Illinois, April 1978. Co-authored with Marsha Brauen.
- “Project Grants and Local Autonomy.” Presented at the annual meeting of the Midwest Political Science Association, Chicago, Illinois, April 1979.
- “Regulatory Impact: Does Government Regulate Itself?” Presented at the annual meeting of the Midwest Political Science Association, Chicago, Illinois, April 1980.
- “Evaluating Telephone Conferencing in Unemployment Insurance and Welfare Administrative Fair Hearings.” Presented at the 8th Annual Telecommunications Policy Research Conference, Annapolis, Maryland, April 1980. Co-authored with Jerome R. Corsi, Lawrence B. Rosenfeld, and Gene D. Fowler.
- “Peer Review Evaluation of Legal Quality of In-Person vs. Telephone Administrative Fair Hearings.” Presented at the Law and Society Association Annual Meeting, Madison, Wisconsin, June 1980.
- “The Impact of General Revenue Sharing on Spending in Fifty Cities.” Presented at the annual meeting of the Midwest Political Science Association, Cincinnati, Ohio, April 1981. Co-authored with Susan Welch.
- “Sex Differences in the Perceptions of Administrative Hearing Participants.” Presented at the Law and Society Association Annual Meeting, Amherst, Massachusetts, June 1981.
- “Incorporating Computer Literacy in the MPA Curriculum.” Presented at the 6th Annual Conference on Teaching Public Administration, Miami, Florida, March 1983.
- “The Use of Teleconferencing in Administrative Processes.” Presented at American Society for Public Administration National Conference, New York, New York, April 1983.
- “Female Stewardship in Conflict Resolution Processes: Patterns and Consequences.” Presented at the annual meeting of the Midwest Political Science Association, Chicago, Illinois, April 1983.
- “Assuring Quality in Program Evaluation.” Presented at the joint annual meeting of the Evaluation Research Society and the Evaluation Network, Toronto, Ontario, Canada, October 1985.

- “Designing a Course on Information Resource Management in the Public Sector.”
Presented at the 7th Annual Conference on Teaching Public Administration,
Albuquerque, New Mexico, March 1984.
- “Evaluating Audio-Teleconferences as Substitutes for Dispute Resolution Encounters.”
Presented at the Global Teleconferencing Symposium, Washington, DC, April 1984.
- “Achieving Excellence Through Use of A Utilization-Focused Evaluation Approach.”
Presented at the joint annual meeting of the Evaluation Research Society and the
Evaluation Network, San Francisco, California, October 1984. Co-authored with
David Bernstein.
- “Information Resource Management in the Federal Government.” Presented at the
Conference on “Public Administration: Computers in Curricula,” sponsored by the
New Jersey Institute of Technology, Newark, New Jersey, November 1984.
- “Executive Agency Funding Decision-Making: Balancing Equity, Responsiveness and
Efficiency.” Presented at the American Society for Public Administration National
Conference, Indianapolis, Indiana, March 1985. Co-authored with Sharon Caudle.
- “A Hands-on Approach in Teaching Program Evaluation.” Presented at the 8th National
Conference on Teaching Public Administration, St. Louis, Missouri, April 1985.
- “The Negative Effects of Deregulation on Innovations in Regulatory Strategies.”
Presented at the annual meeting of the American Political Science Association, New
Orleans, Louisiana, September 1985.
- “Rules for Grant Allocations from the Federal Triangle to Town Hall: Expectations
versus Realities.” Presented at the annual meeting of the American Political Science
Association, New Orleans, Louisiana, August 1985. Co-authored with Sharon Caudle.
- “Encouraging Cooperation Through Evaluation: Not-for-Profit Organizations and
Foundations.” Participant in round table discussion at the joint annual meeting of the
Evaluation Research Society and the Evaluation Network, Toronto, Ontario, Canada,
October 1985.
- “Public Program Oversight and the Information Age: OMB’s and GAO’s Management
Information Systems.” Presented at the annual meeting of the American Society for
Public Administration, Anaheim, California, April 1986. Co-authored with Sharon
Caudle.
- “Matching Decision Support Systems to Public Manager’s Information Needs:
Implications for MPA Curricula.” Presented at the 9th Annual International
Conference on Teaching Public Administration, White Plains, New York, April 1986.

- “Command and Control: Public Program Oversight in the Information Age.” Presented at the annual meeting of the American Political Science Association, Washington, DC, September 1986. Co-authored with Sharon Caudle.
- “Forgotten Founders: Susan Myra Kingsbury.” Presented at the annual meeting of the American Society for Public Administration, March 1987.
- “Planning for Quality in Continuing Education.” Presented at the annual meeting of the American Society for Public Administration, Boston, Massachusetts, March/April 1987.
- “Public Versus Private Executives: A Competence Gap.” Presented at the annual training conference of the Senior Executive Association, Washington, DC, July 1988.
- “Evaluating Public Management Information Systems.” Presented at the annual meeting of the American Society of Public Administration, Miami, Florida, April 1989.
- “MIS Issues in the Public Sector.” Presented at the annual meeting of the American Society of Public Administration, Miami, Florida, April 1989.
- “Women’s Role in the Workplace.” Presented at the annual meeting of the American Society for Public Administration, Los Angeles, California, March 1990.
- “Joint Ventures in Public Service Education in Secondary Schools.” Presented at the annual meeting of the National Association of Schools of Public Affairs and Administration, Salt Lake City, Utah, October 1990.
- “Opportunities and Incentives for Improving Program Quality: Auditing and Evaluating.” Presented at the annual meeting of the American Society for Public Administration, Chicago, Illinois, April 1992.
- “Tips for Preparing Doctoral Dissertations.” Presented at the Conference on Doctoral Education, Graduate Institute of Public Administration, National Chengchi University, Taipei, Taiwan, ROC, May 1993.
- “Performance Measurement in the Federal Budgetary Process: Will It Stick This Time?” Presented at the Annual Conference of the American Society for Public Administration, San Antonio, Texas, July 1995.
- “The Current Context for Program Evaluation in the U.S. Federal Government.” Presented at the Annual Conference of the American Evaluation Association, Vancouver, Canada, November 1995.
- “The Changing Nature of Accountability: The Role of the Inspector General in the Federal Government.” Presented at the Annual Conference of the American Society for Public Administration, Atlanta, Georgia, July 1996.

“Moving Toward Results-Oriented Management in the Federal Government.” Presented at the Spring Meeting of the National Academy of Public Administration, Raleigh, North Carolina, June 1997.

“Preparing Public Managers for the 21st Century: Holding Ourselves Accountable for Their Performance.” Presented at the International Symposium on Performance-based Management in Public Administration and Its Training Implications, Caserta, Italy, September 1997.

“Performance Measurement in Intergovernmental Programs.” Presented at the Annual Conference of the American Society for Public Administration, Seattle, Washington, May 1998.

“Moving Toward Performance-Based Government in the U.S. Federal Government.” Presented at the Conference on Methods for Value for Money Auditing, London England, September 1998.

“Performance Partnering in Intergovernmental Programs.” Presented at the Annual Conference of the National Association of Schools of Public Affairs and Administration, Boise, Idaho, October 1998.

“What are the Consequences of Performance Measurement and Reporting for the Exercise of Accountability in the U.S. Federal Government?” Presented at the Conference on “The Citizen and Public Administration in the 21st Century,” Cairo, Egypt, January 2002.

“Tailoring Culturally Appropriate Evaluation Capacity Building Strategies.” Presented at the Annual Conference of the American Evaluation Association, Washington, DC, November 2002.

“Learning Practical Program Evaluation in the Field: Instructors’ and Students’ Perspectives.” Presented at the Annual Conference of the National Association of Schools of Public Affairs and Administration, Pittsburgh, Pennsylvania, October 2003.

“Partnering to Improve Education in Public Service.” Presented at the Annual Conference of the National Association of Schools of Public Affairs and Administration, Pittsburgh, Pennsylvania, October 2003.

“Rating Program Performance: Federal Agencies Efforts to Evaluate Their Programs’ Effectiveness.” Presented at the Annual Conference of the American Evaluation Association, Reno, Nevada, November 2003.

- “Designing Public Administration/Public Policy Curricula to Support State Building and Governance.” Presented at the Annual Conference of the National Association of Schools of Public Affairs and Administration, Indianapolis, Indiana, October 2004.
- “Improving and Sustaining Authentic Collaboration in the New Public Service.” Presented at the Annual Conference of the American Society for Public Administration, Washington, DC, March 2007.
- “Identifying Leaders’ Training and Development Needs Using the Human Capital Management Perspective: An Application to Egyptian Public Organizations.” Presented at the Conference on Leading the Future of the Public Sector: The Third Transatlantic Dialogue at the University of Delaware, Newark, Delaware, May/June 2007. Co-authored with Laila El Baradei.
- “Public Affairs Education in the Public Interest.” Presented at the International Conference on Quality in Public Affairs Education, organized by the National Association of School of Public Affairs and Administration, Dubai, UAE, December 2007.
- “Transformational Stewardship: Change in the Public Interest.” Presented at the Annual Conference of the American Society for Public Administration, Dallas, Texas, March 2008. Co-authored with Jed Kee.
- “Habilidades cuantitativas y cualitativas que los estudiantes de postgrado en Asuntos Públicos necesitan para prepararse para administrar y evaluar programas públicos.” Presented at the Annual Conference of the InterAmerican Network of Schools of Public Administration, Guatemala City, Guatemala, June 2008.
- “Expectations and Capacity in Monitoring and Evaluation of NGOs in the Development Context: Voices from Egypt and Colombia.” Presented at the Annual Conference of the American Association for Public Policy and Management (APPAM), Boston, Massachusetts, November 2010. Co-authored with Laila El Baradei and Sandra Garcia.
- “Creating a Performance Management Culture: Linking Measurement and Evaluation to Programmatic Results.” Presented at the Annual Conference of the American Evaluation Association, Minneapolis, Minnesota, November 2012.
- “Reconceiving Performance Management.” Presented at the annual meeting of the American Society for Public Administration, New Orleans, Louisiana, March 2013. Co-authored with Clint Brass.
- “Accountability for Learning: Promising Practices from Ten Countries.” Presented at the International Conference on Public Policy, Grenoble, France, June 2013. Co-authored with Karol Olejniczak.

“From Outputs to Outcomes: Conceptualizing Government Performance.” Presented at the annual meeting of the American Society for Public Administration, Washington, DC, March 2014.

“Developing and Sustaining Effective Faculty Mentoring Program.” Presented at the Annual Conference of the American Society for Public Administration, Chicago, Illinois, March 2015. Co-authored with Joselynn Hawkins Fountain.

“Change, Continuity and Lessons Unlearned: A Tale of Two Administrations’ Experiences with Evaluation and Performance Measurement.” Presented at the Annual Conference of the American Society for Public Administration, Chicago, Illinois, March 2015. Co-authored with Nick Hart.

“Making a Difference: Developing Actionable IG Recommendations and Getting Them Implemented.” Presented at the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 2017.

“Engagement for Equitable Outcomes: Seeking and Sharing Insights for Better Lives.” Presented at the Annual Conference of the American Society for Public Administration, Jacksonville, Florida, March 2022.

Administrative Experience:

Director, The Trachtenberg School of Public Policy and Administration,
The George Washington University, 2003-2006 and 2009-2019.

Department Chair, Public Administration, The George Washington University, 1983-2002.

Evaluation Experience:

Evaluations conducted for the following organizations (1990 to the present):

- The American Speech-Hearing-Language Association
- The American Society of Clinical Oncology
- The Senior Executive Association
- The U.S. Department of State
- The U.S. General Services Administration
- The U.S. Department of Health and Human Services
- The U.S. Department of Transportation
- The National Association of Schools of Public Affairs and Administration
- The Center for Park Management
- The American Association for the Advancement of Science
- The Horticultural Research Institute (HRI)
- Math for America.

International Consulting and Training:

Taipei, Taiwan:

Taught courses in Public Program Evaluation for masters and doctoral students at National Chengchi University as a Fulbright Fellow, January–June 1993.

Caserta, Italy:

Organized the US Delegation, delivered a paper on “Public Administration Education in the 21st Century,” and participated in an International Conference on the Training of Public Servants for the Italian Government, September 1997.

London, England:

The National Audit of the United Kingdom. Delivered one day of training on Performance Auditing for staff of the UK’s National Audit Office (NAO), September 1998.

Kiev, Ukraine:

The Rada (Parliament) of Ukraine through the Parliamentary Development Project. To assist in designing a Ukrainian Agency like the U.S. General Accounting Office, four one-week trips to Kiev between December 1997 and January 1999.

Brasilia, Brazil:

ENAP (the Brazilian Training Institute for the Brazilian Federal Government). Developed and delivered training, two days of training for 75 Brazilian federal employees on “Performance Measurement.” While in Brasilia gave two lectures on the same topic for two other large groups of Brazilian public servants, June 1999.

Miami, Florida:

Delivered a paper on “Training Public Servants in Program Evaluation Methodology” at a French-American Conference on Public Administration, October 2000.

Rio de Janeiro, Brazil:

Taught a seminar on Evaluation of Public and Nonprofit Programmatic Performance for faculty in the Getulio Vargas Foundation, March–June 2002.

Cairo, Egypt:

Awarded a Fulbright Bilateral Curriculum Development Grant with the University of Cairo, 2001–2004. Spent three weeks consulting with faculty, giving lectures, and conducting research at the University of Cairo in Cairo, January 2002, January 2003, and January 2004. Delivered a paper on Accountability in the U.S. Federal Government at a conference hosted by the University of Cairo in January 2002. Offered a workshop on Program Evaluation and Monitoring to members of Egyptian Ministries, December 2011.

Bogota, Colombia:

Advised the School of Government at the University of the Andes on developing coursework in program evaluation, June 2009, and on developing a Master of Public Administration, June 2011.

Managua, Nicaragua:

Delivered a workshop on Monitoring and Evaluation at the University of Central America and advised the school on developing a certificate in the same topic, June 2009.

Jerusalem, Israel:

Delivered five workshops for managers in public and nonprofit agencies for the Mandel Foundation, December 2012.

Warsaw, Poland:

Delivered workshops for government managers in January 2015 and 2017.

Australia:

Delivered workshops for government managers in January 2016 (Perth) and 2017 (Canberra).

Panama:

Delivered workshop for government and nonprofit leaders in September 2019.