

**CURRICULUM VITAE  
KATHRYN E. NEWCOMER**

**ADDRESS**

School of Public Policy and Public Administration  
The George Washington University  
805 21<sup>st</sup> Street, NW, Suite 601  
Washington, DC 20052  
Office Phone: (202) 994-3959  
**Email: [newcomer@gwu.edu](mailto:newcomer@gwu.edu)**

**PROFESSIONAL  
POSITION**

Director, School of Public Policy and Public Administration,  
The George Washington University

**EDUCATION**

Ph.D. in Political Science, University of Iowa, August 1978.  
Fields: Public Policy, Research Methods, and American Politics.

M.A. in Political Science, University of Kansas, May 1974.  
Fields: State and Local Government and Soviet Politics.

B.S. in Secondary Education in the Social Sciences, University of  
Kansas, May 1971.

**HONORS**

Phi Beta Kappa, 1971.

Pi Sigma Alpha, 1973.

Pi Alpha Alpha, 1982.

Omicron Delta Kappa, 1987.

National Science Foundation Dissertation, 1978.

Maude Hammond Fling Fellowship for Junior Faculty Research,  
Summer 1979.

Honorary Mention for Best Paper Written for the Eight  
Annual National Conference on Teaching Public Administration,  
St. Louis, Missouri, April 24-25, 1985.

Distinguished Public Service Award from the National Capital  
Area Chapter of the American Society for Public Administration,  
1990

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.

## **TEACHING EXPERIENCES**

Professor, The George Washington University from 1988 to the present. Associate Professor, The George Washington University from Fall 1981 to Spring 1988.  
Has also held teaching positions at: University of Nebraska at Lincoln; University of Denver; Grinnell College; University of Iowa; and the National Chengchi University, Taiwan.

## **TEACHING AND RESEARCH INTERESTS**

Public Program Evaluation and Performance Measurement; Research Design and Applied Statistics; Public Policy Analysis.

## **PUBLICATIONS**

### **Books**

Improving Government Performance, Co-editor with Joseph Wholey, Jossey-Bass Publishers, Winter 1989.

Handbook of Practical Program Evaluation, Co-editor with Joseph Wholey and Harry Hatry, Jossey-Bass Publishers, 1994, second edition 2004.

Using Performance Measurement to Improve Public and Nonprofit Programs, Editor, Jossey-Bass Publishers, 1997.

Meeting the Challenges of Performance-Oriented Government. (Senior Editor) American Society for Public Administration, 2002.

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

## **Book Chapters**

“Teaching User-Oriented Program Evaluation,” in d., Teaching Public Policy. Editor Peter Bergerson, Greenwood Publishing, 1990.

“Evaluating Public Programs ” Handbook of Public Administration, Chapter 35, Editor James Perry, Jossey Bass Publishers, February 1996.

“Measuring Government Performance,” in Handbook of Public Management Practice and Reform. Edited by K. Tom Liou, New York: Marcel Dekker, Inc., 2001.

“Government as Structural Context for Evaluation,” in Handbook of Evaluation: Programme, Policy and Practice. Editors Ian F. Shaw, Jennifer C. Greene, and Melvin Mark. Sage Publications, Forthcoming 2004. Coauthors: Phil Davies and Haluk Soydan.

"Aplicacao do Metodo de Regressao na Avaliacao de Programas” Chapter 1 in Pesquisa Quantitativa em Administracao editor Dalane Botelho, publisher Editora Atlas, 2006.

“Assessing Program Performance in Nonprofit Agencies,” in The International Handbook of Practice-Based Performance Management, Sage, 2006.

## **Articles**

"Joint Electoral Outcomes as Cues for Congressional Support of Presidents," Legislative Studies Quarterly, May 1979. Co-author: M. L. Brauen.

"The Impact of Reapportionment on Public Policy: A Quasi-Experimental Time-Series Analysis,” 1957-1975, Law and Policy Quarterly, October 1981. Co-author: R.J. Hardy.

"Analyzing Policy Impact: Selection of a Linear Trend Model," Policy Studies Journal, June 1980. Co-author: R. J. Hardy.

"Quasi-Experimental Time-Series Designs," in The Analysis of Policy Impact, edited by John G. Grumm and Stephen L. Wasby, Lexington Books, 1980.

"The Impact of General Revenue Sharing on Spending in Fifty Cities," Urban Affairs Quarterly, Fall 1982. Co-author: Susan Welch.

"Changing the Rules of Rule-Making," The Bureaucrat, July 1982. Co-author: Glen Kamber.

"Municipal Debt and the Impact of Sound Fiscal Decision-Making," in Municipal Yearbook 1983, International City Management Association, April 1983.

"Trends in Municipal Borrowing," Urban Data Service Reports, Volume 14, No. 11, November 1982.

"Incorporating Computer Literacy in the MPA Curriculum," in Education for Public Service 1984, edited by James D. Carroll, Syracuse University Press, 1985.

"Major Findings of the New Mexico Experiment of Teleconferenced Administrative Fair Hearings," University of Miami Law Review, Volume 38, Number 4, July 1984, pp. 647-655. Co-authors: Jerome R. Corsi, Lawrence B. Rosenfeld, Gene D. Fowler, Darwin C. Niekerk, and Julie Davis Bell.

"Where Have All the Incentives Gone?" The Bureaucrat, Volume 14, Number 2, Summer 1985, pp. 35-38.

"The Administrative Hearing Experience: Women and Men Unemployment Insurance Complaints," Women and Politics, Volume V, Issue 2/3, 1985.

"A Hands-on Approach to Teaching Program Evaluation," Evaluation News, Volume 6, Number 3, August 1985, pp. 77-79.

"Asking Appropriate Questions Appropriately," Evaluation News, Volume 6, Number 4, October 1985.

"Federal Information Resources Management: Embracing the Concept," Information Management Review, Vol. 2, No. 1, 1986. Co-author: Sharon Caudle.

"Grant Allocation Decision Rules: Expectations Versus Realities," Evaluation Review, Vol. 10, December 1986.

"Command and Control: Public Program Oversight in the Information Age," Information Management Review, Vol. 3, No. 1, Summer 1987. Co-author: Sharon Caudle.

"Managing Electronic Patterns: The Office of the Future," Information Management Review, Vol. 2, No. 2. 1986. Co-author Sharon Caudle.

"Political Ends and Practical Needs: A Case Study." Evaluation and Program Planning, Summer 1988.

"The Presidential Management Internship Program: Looking Backward and Moving Forward". Public Administration Review, Vol. 49, No. 4, July/August 1989. Co-authors: Gail Johnson, Tom Naccarato, and Sam Collie.

"Ten Ways to Kill Evaluation," The Bureaucrat, Fall 1989, pp. 59-60.

"A Hands-on Approach to Teaching Program Evaluation," Policy Studies Review, Vol. 8, No. 4, Summer 1989, pp. 877-883.

"Successful Recruitment and Retention," The Bureaucrat, Vol. 19, No. 1, Spring 1990, pp. 35-39.

"Evaluating Public Sector Information Systems: More Than Meets the Eye," Public Administration Review, Vol. 51, No. 5, Sept/Oct, 1991. Co-author: Sharon Caudle.

"Building Partnerships: The Public Service Academy," The Bureaucrat, Winter 1991/92, Vol. 20.

"Key Information Systems Management Issues of the Public Sector," MIS Quarterly, June 1991. Co-authors: Sharon Caudle and Wilper Gorr.

"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, Vol. 54, November 1994.

"Toward Effective Use of Performance Measurement in the Federal Government," The Public Manager, Winter 1996/97.

"Effective Use of Performance Measurement at the Federal Level," Public Administration Times, January 1997.

"The Changing Nature of Accountability: The Role of the Inspector General in Federal Agencies," Public Administration Review, Volume 57, 1997.

"Accountability in the Federal Government," in An Historical Guide to U.S. Government. Oxford University Press, 1997.

"Performance-Based Management: What Is It and How Do We Get There?" The Public Manager. Volume 26, Winter 1997-98.

"So What Results Should We Expect From the Results Act?," Federal Times, June 7, 1999.

"Are We Improving the Performance of Government Through GPRA?," The Public Manager, Winter 1999-2000, Volume 28, Number 4.

"Opportunities for Program Evaluators to Facilitate Performance-based Management." Evaluation and Program Planning, Volume 24, 2001. Co-Author: Maryanne Scheirer.

"Auditing OIG Human Capital Needs in Performance-Oriented Government," Journal of Public Inquiry, Winter 2001. Co-Author: Sam Neill.

"Using Program Evaluation to Support Performance Management: A Guide for Federal Executives." PricewaterhouseCoopers Foundation for the Business of Government, Research Report. February 2001. Co-Author: Maryann Scheirer.

"Tracking and Probing Program Performance: Fruitful Path or Blind Alley for Evaluation Professionals?" The American Journal of Evaluation, Fall 2001, Vol. 22, number 3., pp.337-341.

"Sustaining and Invigorating MPA Programs Communities." Journal of Public Affairs Education, Volume 9, No. 1, 2003.

“How might we Strengthen Evaluation Capacity to Manage Evaluation Contracts?” The American Journal of Evaluation, Volume 25, Issue 2, Summer 2004, pages 209-218.

“Federal OIGs: Thriving on Chaos?” American Review of Public Administration, September 2004. Co-author: 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. Vol. 29. p. 59-71.

“Partnering to Improve Education for Public Service.” Journal of Public Affairs Education, Vol. 11, No. 2, April 2005. Co-Author: Laila El Baradei.

“How does Program Performance Assessment Affect Program Management in the Federal Government?” Public Performance and Management Review, June 2006, volume 29.

“Measuring Government Performance,” International Journal of Public Administration, Volume 30, Issues 3, pp. 307-329.

## **Research Reports**

"Telephone Conferencing to Conduct Administrative Appeal Hearings: Report on an Experimental Evaluation In-Progress." In Lorne A. Parker and Christine H. Olgren (eds.), Teleconferencing and Interactive Media, Madison, Wisconsin, The University of Wisconsin-Extension, 1980. Co-authors: Jerome R. Corsi, Gene D. Fowler and Lawrence B. Rosenfeld.

"The Diffusion of Public Policies," Published in REPORTS the Modules and Monographs in Undergraduate Mathematics and Its Applications Project, Educational Development Center, Newton, Massachusetts, 1978.

"The Use of Telephone Conferencing in Administrative Fair Hearings: Major Findings of the New Mexico Experiment with Unemployment Insurance Appeals," A Research Report to U.S. Department of Labor, May 1981. Co-authors: Jerome Corsi, Lawrence Rosenfeld and Gene Fowler.

"The National Society for Autistic Children: An Effort Evaluation," Presented to National Board of Directors, National Society for Autistic Children, July 3, 1982. Directed study, edited report and wrote one chapter.

"The ASHA Continuing Education Program: An Effort Evaluation," Presented to the American Speech-Language-Hearing Association, June 1983. Directed study and edited report.

"Professional Services Board Accreditation Program: an Effort Evaluation," Presented to the American Speech-Language-Hearing Association, June 1984. Directed study and edited report.

"An Evaluation of the Award for Continuing Education," Presented to the Continuing Education Board of the American Speech Hearing Language Association, June 1986. Directed study and edited report.

"Public Versus Private Executives: A Competence Gap?" Presented to the Board of the Senior Executive Association, July 1988. Directed study and edited report.

"Funds for the Improvement of Post Secondary Education: A Program Evaluation" Presented to the U.S. Department of Education, August 1990. Directed study and edited report.

**Book Reviews/  
Bibliographies**

"Political Socialization: A Topical Bibliography," Youth and Society, Vol. 8, March 1977. Co-author: M.L. Brauen.

Book Review of Old Boys, New Women, by Joan Abramson for Women and Politics, Vol. 1, No. 3, Fall 1980.

"Governmental Regulation of Business: A Course Syllabus" in Teaching Political Science, October 1981.

Book Review of World Military and Social Expenditures 1981 by Ruth Leger Sivard for Women and Politics, Vol. 3, Fall 1982.

**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, December 1-3, 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-author: 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 Eighth Annual Telecommunications Policy Research Conference, Annapolis, Maryland, April 28, 1980. Co-authors: 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 5-8, 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 16-18, 1981. Co-author: Susan Welch.

"Sex Differences in the Perceptions of Administrative Hearing Participants," Presented at the Law and Society Association Annual Meeting, Amherst, Massachusetts, June 12-14, 1981.

"Incorporating Computer Literacy in the MPA Curriculum," A paper Presented at 6th Annual Conference on Teaching Public Administration, Miami, Florida, March 3-4, 1983.

"The Use of Teleconferencing in Administrative Processes," Presented at American Society for Public Administration National Conference, New York, NY, April 16-19, 1983.

"Female Stewardship in Conflict Resolution Processes: Patterns and Consequences." Presented at the annual meeting of the Midwest Political Science Association, Chicago, Illinois, April 20-22, 1983.

"Assuring Quality in Program Evaluation," a paper delivered at the joint annual meeting of the Evaluation Research Society and the Evaluation Network, October 16-19, 1985, Toronto, Ontario, Canada.

"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 9-10, 1984.

"Evaluating Audio-Teleconferences as Substitutes for Dispute Resolution Encounters." Presented at the Global Teleconferencing Symposium, Washington, D.C., April 11-12, 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 10-13, 1984. Co-author: 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, November 17, 1984.

"Executive Agency Funding Decision-Making: Balancing Equity, Responsiveness and Efficiency." Presented at the American Society for Public Administration National Conference, Indianapolis, Indiana, March 23-27, 1985. Co-author: Sharon Caudle.

"A Hands-on Approach in Teaching Program Evaluation." Presented at the 8th National Conference on Teaching Public Administration, St. Louis, Missouri, April 24-26, 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 1-4, 1985.

"Rules for Grant Allocations from the Federal Triangle to Town Hall: Expectations versus Realities." Paper delivered at the annual meeting of the American Political Science Association, August 28, 1985, New Orleans, Louisiana. Co-author: 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, October 16-19, 1985, Toronto, Ontario, Canada.

"Public Program Oversight and the Information Age: OMB's and GAO's Management Information Systems." Paper delivered at the annual meeting of the American Society for Public Administration, April 13-15, 1986, Anaheim, California. Co-author: Sharon Caudle.

"Matching Decision Support Systems to Public Manager's Information Needs: Implications for MPA Curricula." Paper delivered at the Ninth Annual International Conference on Teaching Public Administration, White Plains, New York, April 30 - May 2, 1986.

"Command and Control: Public Program Oversight in the Information Age." Paper delivered at the annual meeting of the American Political Science Association, September 1-4, 1986, Washington, DC. Co-author: Sharon Caudle.

"Forgotten Founders: Susan Myra Kingsbury," at the Annual Meeting of the American Society for Public Administration, March 30, 1987.

"Planning for Quality in Continuing Education." Paper delivered at the annual meeting of the American Society for Public Administration, Boston, MA, March 30 - April 1, 1987.

"Public Versus Private Executives: A Competence Gap." Paper presented at the annual training conference of the Senior Executive Association, Washington, DC, July 10, 1988.

"Evaluating Public Management Information Systems." Paper presented at the annual meeting of the American Society of Public Administration, Miami, Florida, April 8-12, 1989.

"MIS Issues in the Public Sector." Paper presented at the annual meeting of the American Society of Public Administration, Miami, Florida, April 8-12, 1989.

"Women's Role in the Workplace", a paper presented at the annual meeting of the American Society for Public Administration, Los Angeles, CA, March 1990.

"Joint Ventures in Public Service Education in Secondary Schools," Paper 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, Ill., April, 1992.

"Tips for Preparing Doctoral Dissertations," Conference on Doctoral Education, Graduate Institute of Public Administration, National Chengchi University, Taipei, Taiwan, R.O.C., May 20, 1993.

"Performance Measurement in the Federal Budgetary Process: Will It Stick This Time?" Paper presented at the Annual Conference of the American Society for Public Administration, San Antonio, Texas, July 24, 1995.

"The Current Context for Program Evaluation in the U.S. Federal Government," paper presented at the Annual Conference of the American Evaluation Association, Vancouver, Canada, November 3, 1995.

"The Changing Nature of Accountability: The Role of the Inspector General in the Federal Government," paper 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," paper 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," paper 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," paper 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" a paper presented at the Conference on Methods for Value for Money Auditing, London England, September, 1998.

“Performance Partnering in Intergovernmental Programs,” paper 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 21<sup>st</sup> Century, Cairo, Egypt, January 2002.

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

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

**OTHER  
RESEARCH  
EXPERIENCE**

Evaluation research conducted for the following organizations:  
The American Speech-Hearing-Language Association  
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, 1982 to present.

Research Methodologist with the Fair Hearing Project, funded by the National Science Foundation. Jerome R. Corsi, Principal Investigator. January 1980-January 1981.

Research Assistant, Laboratory for Political Research, University of Iowa, 1974-1975.

**UNIVERSITY ADMINISTRATIVE ROLES AND RESPONSIBILITIES**

**Student Service:**

Faculty Advisor, MPA Student Association, 1982 to present

Faculty Advisor, Pi Alpha Alpha, Honorary, 1982 to present

Faculty Advisor for Public Administration Alumni Association, 1984 to present

Faculty Advisor for GW Presidential Administrative Fellows, 1994-98

Faculty Mentor for Rhodes/Marshall Candidates, 1999 to present

Faculty Advisor to MPP Students in SBPM, 1998 to 2003

**Administrative Leadership:**

Department Chair, Public Administration Department, 1984 to 2003

Chair, Arthur Flemming Awards Program, 1996 to present  
Prepared Self-Study for NASPAA Reaccreditation of MPA Program, 2000-01

Director, School of Public Policy and Public Administration, 2003 to present

Director, Center for Innovation in Public Service, 2003

**Committee Service:**

Faculty Advisory Committee for Washington Research Library Consortium, 1985-87

Advisory Committee to Review SPIA, 1985-86

Advisory Committee for the Graduate Program in Science And Technology, 1986-87

Steering Committee for Graduate Institute of Public Policy, 1986-90

Curriculum Review Committee for PhD in Public Policy, 1987-88

Fringe Benefits Review Committee, 1988-92

University Research Committee, 1988-92

Search Committee for New Assistant Dean in Continuing Education, 1989-90  
 University Committee on Outreach Programs in D.C. Public Schools, 1991- 92  
 University Committee on Public Policy Institute, 1991-92  
 Search Committee for Director of the Division of University Programs, 1994-95  
 PEW Roundtable, 1995-96  
 Trachtenberg Research Prize Selection Committee, 1996-97  
 SBPM Center for Public Financial Management Advisory Board, 1996-97  
 University Committee on Media and Public Affairs, 1996-97  
 CPM Advisory Board (Center for Excellence in Municipal Management), 1997 to present  
 Advisory Board for the Elliot School Program for Local Government Training, 1997-98  
 Selection Committee for University Public Policy Fellowship, 1997-00  
 Served on Search Committee for GWIPP Director, 1999-00  
 Acting Director, Institute of Public Policy Research, 1999-00  
 GWIPP Operations Committee, 2000-03  
 GWIPP MPP Committee, 2000-03  
 Chaired Search Committee for Director of CEMM, 2002-03  
 Advisory Board for the Institute on Criminal Justice Research, 2001-03  
 Advisory Board for Center for Latin American Issues, 2001 to present  
 Task Force on the Future of Public Affairs, 2001-02  
 Executive Committee of the GW Homeland Security Faculty Council, 2003 to present

**SGBA/SBPM Committees:**

Research, 1987-88  
 Computer Facilities, 1982-85  
 Teaching Delivery, 1981-85  
 Dean's Search, 1988-89  
 Executive Committee, 1984 to present  
 Student Faculty Relations, 1988-89  
 CED Advisory Board, 1988-89, 2000 to present

Instructional Quality Committee, 1995-98  
Task Force on the Doctoral Program, 1995-96

**PROFESSIONAL  
ASSOCIATION  
SERVICE**

Committee on the Status of Women, Midwest  
Political Science Association, 1978-1981.  
Treasurer, Women's Caucus for Political Science, 1984-85.  
Leonard D. White Committee, American Political Science Association,  
1984-85.  
Herbert Kaufman Award Committee, American Political Science  
Association, Committee Chair, 1988-89.  
Committee Member of NASPAA Diversity Committee, Internships  
Committee, Standards Committee, Doctoral Committee, 1986 to the  
present.  
Elected Board Member of the National Capital Area Chapter of the  
American Society for Public Administration, 1986-88 and 1988-90.  
Service to NCAC includes: Chair of elections for 1986-87; Co-Chairman  
of luncheons for 1988-89 and 1989-90; Representative from NCAC to the  
Committee to Improve the Image of Public Service, 1988-89.  
Chaired and hosted 10<sup>th</sup> Annual Conference on Teaching Public  
Administration at GW, 1990  
Elected to the National Council of Pi Alpha Alpha, 1988-91.  
Elected to the Executive Council of the National Association of Schools of  
Public Affairs and Administration, 1988-92.  
Section on Public Administration Education, American Society for Public  
Administration, Chair ( 1989-90) and Vice Chair (1988-89).  
Elected to the National Council of American Society for Public  
Administration (ASPA), 1989-92 and Finance Chair of ASPA, 1991-92.  
Member, Committee to Select Best Dissertation, 1993 and 1994.  
Chair, Program for 1996 Annual Conference of the American  
Society for Public Administration.  
President, Washington Evaluators, 1995-1996.  
Member of Committee on Government Performance, National Academy  
of Public Administration, 1996 to present.  
Chair, Program for 1998 Annual Conference of the National  
Association of Schools of Public Affairs and Administration.  
Chair, Center for Accountability and Performance, American  
Society for Public Administration, 1998-2000.  
Served on the Advisory Council on Auditing Standards for the  
U.S. General Accounting Office, 1999-2002.  
Elected to the Board of the National Capital Area Chapter of the  
American Society for Public Administration, 2002-2004.

Co-Chair, Task Force to Establish and Oversee a Public Service Academy at Anacostia High School in District of Columbia, 1989-present.

Serving on the Comptroller General's Educators' Advisory Panel, 2005-2008.

Currently member of editorial boards of: Journal of Public Affairs Education; American Review of Public Administration; The Public Manager; and The American Journal of Evaluation.

**SPONSORED  
RESEARCH GRANTS**

Ford Motor Company, 1994-1999 (approx \$135,000)

U.S. Department of Transportation, NHTSA, 1992-2002  
(approx \$275,000)

U.S. Department of Health and Human Services, 1999-2001  
(approx \$56,000)

General Services Administration, 2002 (approx \$15,000)

U.S. Department of Transportation, RSPA, 203 (approx \$40,000)

GW Center for the Study of Globalization Award (with Jed Kee),  
2002-2003 (approx \$40,000)

Bearing Point, 2003-04 (approx. \$260,000)

**INTERNATIONAL  
CONSULTING/  
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 U.S. Delegation and delivered a paper on "Public Administration Education in the 21<sup>st</sup> 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 the 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 and giving lectures, and conducting research at the University of Cairo in Cairo in 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.

**TRAINING PROGRAMS  
DEVELOPED AND  
ADMINISTERED**

Developed and delivered Programs for the Center for Municipal Management, George Washington University; U.S. Department of State, Agriculture, f Interior, and Health and Human Services; U.S. General Accounting Office; Federal Bureau of Investigation; U.S. Environmental Protection Agency; U.S. Office of Personnel Management; Arlington County, Virginia; the Federal Emergency Management Administration and the Naval Audit Service.

**REFERENCES**

Edward Jennings, Professor, University of Kentucky

James. E. Kee, Professor, School of Public Policy and Public Administration, The George Washington University.

Joseph Cordes, Professor of Economics, School of Public Policy and Public Administration, The George Washington University.

Joseph S. Wholey, Professor, University of Southern California, Washington, D.C.