

Maria P. Aristigueta

ADDRESS:

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EDUCATION:

D.P.A. University of Southern California, 1997-98
Henry Reining, Jr. dissertation award recipient,
Joseph Wholey, dissertation chair.
M.P.A. University of South Florida, 1980
B.S.W. University of South Florida, 1977

LANGUAGES:

Spanish (reading, writing, and speaking).

PROFESSIONAL EXPERIENCE:

2022 to Present: Charles P. Messick Chair in Public Administration, Biden School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration.

2020—2022: Founding Dean and Charles P. Messick Chair in Public Administration, Biden School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration. The Biden School was separated from the College of Arts and Sciences in May 2020. Appointed Dean in August 2020 with following accomplishments by Spring 2022:

- Tuition Saving of \$1.6K adjusting for reduced tuition = 410K
- Masters' students are up 35% from 129 to 174.
- Development has increased to 30 million since 2021
- Faculty sponsored programs expenditures grew from \$41k in AY19 to \$240k in AY21
- USNWR rankings up 5 pts to 29% overall, placing Biden School in top 10.3%
Ranking in Public Finance, Nonprofit Management, and Public Management

2016-2020: Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration. In January of 2019 became founding Director of the renamed Joseph R. Biden, Jr. School of Public Policy and Administration. B.S., M.S., and PhD program in Energy and Environmental Policy joined the School.

2014-2016: President of the American Society for Public Administration, Associate Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration. As President of ASPA, major duties included to provide leadership to the largest interdisciplinary professional association in public administration. In addition, assisted the Interim Director in providing leadership to the School of Public Policy and Administration and teach 2 graduate courses per year.

2012-2014: Director and Charles P. Messick Chair in Public Administration, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration.

2007-2012: Director and Professor, University of Delaware, School of Public Policy and Administration. Senior Policy Fellow, Institute for Public Administration

As director, provided leadership to the School's academic, research, and public service programs, also led 3-year fund-raising efforts to establish the alumni endowment for graduate student scholarships in 2014.

The academic programs consist of PhD and MA in Urban Affairs and Public Policy, PhD and MS in Disaster Research and Management, the MPA in Public Administration, a Master of Arts in Historic Preservation, a BS in Organizational and Community Leadership, and a BA in Public Policy. The School also has 3 research and public service centers and 1 institute: The Center for Community Research and Service, Center for Historic Architecture and Design, the Center for Applied Demography and Survey Research, and the Institute for Public Administration—all employ faculty, staff, and students to work on issues addressing the needs of governments, nonprofit organizations, and communities.

I also taught 2 graduate courses a year, one master's level and one PHD course in Performance Management and Program Evaluation, Organizational Leadership and Administrative Theory.

2002-2007: Associate Professor, University of Delaware, School of Urban Affairs and Public Policy. Associate Policy Scientist, Institute for Public Administration. I served as Director of the MPA program from 2002-2006.

- 1999-2006: Dual Appointment to University of Delaware, Consumer Students Department, Leadership Program. In 2006, this program joined the School.
- 1997-2001: Assistant Professor and Assistant Policy Scientist, University of Delaware, School of Urban Affairs and Public Policy
- 1988-1997: Instructor, University of Central Florida, Department of Public Administration
- Courses Taught:
 - Graduate: Organizational Behavior
 - Performance Measurement
 - Program Evaluation
 - Public Management
 - Public Policy (Analysis and Implementation)
 - Strategic Planning and Management
 - Undergraduate: Introduction to Public Administration
 - Public Policy
 - Budgeting
- 1983-1988 Senior Management Analyst, City of Orlando, Office of Management and Budget
- Designed, developed, and implemented management analysis unit for the City
- 1981-1983 Senior Management Analyst, City of Miami, Department of Management and Budget, Operations Analysis Division
- 1980-1981 Evaluator, United States General Accounting Office
I started as an intern prior to graduating from the MPA program. Upon graduating, I was hired as an evaluator and worked on evaluating programs in Housing and Urban Development, Federal Aviation Administration, and Center for Disease Control.

LEADERSHIP AND PUBLIC SERVICE POSITIONS:

- 2013-2016 American Society for Public Administration, elected Vice-President in 2013, assumed presidency on March 10, 2015. Immediate Past-President, 2016-2017.
- 2016-2019 National Association of Schools of Public Administration and Affairs (NASPAA Executive Council).
- 2007- Present Director, School of Public Policy and Administration (name changed from Urban Affairs in 2011). Served as Associate Director, while serving as ASPA President.
- 2007-Present National Association of Schools of Public Administration and Affairs (NASPAA), principal representative.
- 2006- 2009 Commission on Peer Review and Accreditation (COPRA)
2007 Third Transatlantic Dialogue between the American Society for Public Administration and the European Group for Public Administration Committee Chair and Host.
- 2006-2007 Member of Faculty Senate, University of Delaware
- 2005-2007 Ph.D. Admissions Committee, University of Delaware, School of Urban Affairs and Public Policy
- 2005-2006 Promotion and Tenure Committee, University of Delaware, SUAPP
- 2002-2006 Director, Master in Public Administration Program, University of Delaware, SUAPP
- Coordinator of NASPAA re-accreditation effort, MPA program 2003-2004
 - Chair of MPA Admissions Committee
- 2002-2003 Assistant Professor in Financial Management Search Committee Chair, University of Delaware, SUAPP
- 2000-2002 Messick Chair Search Committee, University of Delaware, SUAPP
- 1999-2000 Redding Chair Search Committee, University of Delaware, SUAPP
- 1998-2000 Chair of the Curriculum Review Committee, University of Delaware, MPA Program

1997-2007 Coordinator of State and Local specialization area, University of Delaware

BOOKS AND MONOGRAPHS:

Managing Human Behavior in Public & Nonprofit Organizations, Thousand Oaks, CA: Sage, 2002, First Edition (with Robert Denhardt and Janet Vinzant Denhardt); Translated to Chinese (2008), Second Edition (2009), Third Edition (2013), Fourth Edition (2016), Fifth Edition (2020).

Managing and Measuring Performance in Public and Nonprofit Organizations: An Integrated Approach, 2nd Edition. San Francisco, CA: Jossey-Bass & Pfeiffer Imprints, Wiley (with Theodore H. Poister and Jeremy Hall), 2015.

Organizational Behavior. Thousand Oaks, CA: Sage (with Afsaneh Nahavandi, Robert Denhardt, Janet Denhardt), 2014.

Civil Society in Cuba: Advancing through Moral Convictions and Public Connectedness, Miami, FL: University of Miami, 2008.

International Handbook of Practice-Based Performance Management, Thousand Oaks, CA: Sage (edited with Patria de Lancer Julnes, Fran Berry & Kaifeng Yang), 2008.

Managing for Results in State Government. Westport, CT: Quorum Books, 1999.

BOOK CHAPTERS AND JOURNAL ARTICLES:

“Impacts of COVID-19 on the Middle Class and Higher Education” In *Public Integrity*, Volume 23, Number 1, March 2021. DOI: [10.1080/10999922.2021.1894069](https://doi.org/10.1080/10999922.2021.1894069)

“Data Sciences Contributions to Performance Management” (with Gregory Dobler) In *Public Productivity and Performance Handbook*, M. Holzer and A. Ballard, editors. Routledge, 2021

“Ethical Decision Making” (with Angela Kline) In *Global Corruption and Ethics Management*, Carole L. Jurkiewicz, editor. Rowan and Littlefield, 2020.

“From Working Class to Middle Class” (with Pablo McConnie-Saad) *Public Administration Review*. Volume 79, Number 5, 2019.

“Progress towards New Public Governance in Romania” (with Cristina Stanica) in the *International Journal of Public Service Leadership*. Volume 15, Number 3, 2019.

- “Comparative Public Performance Management System”(with Angie Kline) In *Global Encyclopedia of Public Administration, Public Policy, and Governance*, A. Farazmand, editor. Springer, 2017.
- “Developing Intrapersonal Skills” (with Robert B. Denhardt) In *Handbook of Public Administration*, James Perry and Robert K. Christensen, editors. San Francisco, CA: Jossey-Bass & Pfeifer Imprints, Wiley, 2015.
- “Strategic Planning by State Courts in the US” (with Kerrin Wolf) In *Developments in Strategic and Public Management: Studies in the US and Europe*, Paul Joyce, John Bryson, Marc Holzer editors. UK: Palgrave Macmillan, 2014.
- “Developing the Global Village: Strategies for Internationalizing Public Affairs Programs” *Journal of Public Administration*. Volume 48, Number 3, 2013.
- “Opening the Door to Cuba by Reinventing Guantanamo: Creating a Cuba-US Biofuel Production Capability in Guantanamo” (with John Paron) In *Handbook of Contemporary Cuba*, edited by Mauricio Font. Boulder, CO: Paradigm Publishers, 2013.
- “Managing for Results in Six States: Progress in over a decade demonstrates that leadership matters” (with research assistant, Fathima Nihla Zarook) *Public Performance & Management Review*, Vol. 35, No. 1, September 2011.
- “The Use of Performance Contracts for Delivery of Social Services in the United States” (w/ research assistant, Lynne Foote), *Theoretical and Applied Economics*. Bucharest: Romania, Vol. XVI, No. 3, March 2009.
- “Quality and Performance: The U.S. Experience” in *Practice-Based Performance Management: An International Handbook*, Thousand Oaks, CA: Sage. Edited by Patria de Lancer Julnes, Fran Berry, Maria P. Aristigueta, Kaifeng Yang, 2008.
- “Civil Society in Cuba: Advancing through Moral Convictions and Public Connectedness” in *Cuban Affairs Quarterly*, Vol. 3, Issue 1, January 2008.
- “A Performing Public Sector” Symposium Editor (w/ Wouter Van Dooren), *Public Performance and Management Review*, Vol. 30, No. 4, June 2007.
- “The Status of Performance Budgeting,” (Symposium editor with Jonathan Justice), *Public Performance and Management Review*, Vol. 30, No. 1, September 2006.
- “Assessing Program Performance in NASPAA Accredited Programs” (with research assistant, Kim B. Gomes), *Journal of Public Affairs Education*, Vol. 12, No. 1, Winter 2006.

- "Indicators of Living Conditions: Challenges for Accountability and Performance" in *Public Productivity and Performance Handbook*. Edited by Marc Holzer and Seok-Hwan Lee. Marcel Dekker, Inc., 2004.
- "Willingness to Pay for Capital Investments in Public Education: The Mitigating Influence of Community and Enlightened Self-Interest" (with Mark Glaser and David R. Miller), *Public Integrity*, Vol. 5, No. 3, 2003.
- "A Mission-Focused and Performance Driven Framework for Homeland Security." *Performance Measurement and Management: Research and Action*. Edited by Andy Neely, Angela Walters, and Rob Austin. Cranfield, UK: Cranfield University, refereed proceedings--July 2002, pages 427-434, (with John R. Paron).
- "Reinventing Government: Managing for Results." *Public Administration Quarterly*. Vol. 26, No. 2, Summer 2002, pp.147-173.
- "Teaching Analytical Skills in the MPA Curriculum." *Journal of Public Affairs Education*. (with Jeffrey Raffel). Vol. 7, No. 3, July 2001, pp. 161-169.
- "The Role of Social Indicators in Developing a Managing for Results System" *Public Productivity and Management Review*. (with Leslie Cooksy and Carl Nelson). Vol. 24, No. 3, March 2001, pp. 254-269.
- "The Rise and Fall of the Florida Benchmarks." *Performance Measurement-Past, Present, and Future*. Andrew Neely, editor. Cambridge, UK: Fieldfare Publications Ltd. refereed proceedings--July 2000, pages 16-23.
- "Harnessing the Resources of Community: The Ultimate Performance Agenda." *Public Productivity and Management Review*. (with Mark A. Glaser and Stephanie Payton), Vol. 23, No. 4, June 2000 pp. 428-448.
- "Measuring Performance in State Government" in *Handbook of State Government Administration* John J. Gargan (ed.) Marcel Dekker, Inc., 1999, pp. 347-361.
- "Homegrown Economic Development." *Public Administration Quarterly*. (with Jose Fernandez) Vol 22, No. 3, Fall 1998, pp. 315-330.
- "Strategy and Theory for Intrapersonal Development in Public Administration Education." *Journal of Public Affairs Education*. Vol. 3, No. 2, May 1997, pp. 163-176.
- "Developing Intrapersonal Skills." in *Handbook of Public Administration* James L. Perry (ed.). (with Robert Denhardt). San Francisco, CA: Jossey-Bass Publishing Co. January 1996. pp. 682-695

"Operations Review, Work Measurement and Work Standards." in *Productivity Improvement Techniques* M.J. Matzer (ed.). Washington, DC: International City Management Association, 1986.

OTHER PUBLICATIONS:

“Intergovernmental Dimensions of the COVID 19 Responses and Consequences” in National Academy for Public Administration working group report, March 2022.

“Post-Face—The Significance of the Palgrave Handbook on Public Administration and Management in Europe for the US Public Administration and Management Community” in E. Ongaro and S. Van Thiel (eds.), *The Palgrave Handbook of Public Administration and Management in Europe*. DOI 10.1057/978-1-137-55269-3, 2017

“Reflections on USC’s WPAC: A Program Unique in Character and Exceptional in Academic Excellence” in *Doctoral Education at the Washington Public Affairs Center* Frank Sherwood, Editor. Bloomington, NY: iUniverse, Inc, 2008.

“The European Union: Promoting Quality and Performance” Center for Accountability and Performance Corner, *PA Times*, [Vol. 27, No. 10, October 2004].

“Issues and Trends in Local Government in the United States” with G. Arno Loessner, paper written for and accepted by Barcelona Institute for Public Management (published in Catalan) 2002.

Book Review: "Tools, Techniques, and Uses for Performance Measurement." *Journal of Public Affairs Education*. [Vol. 8, No. 1, January 2002].

Book Review: *Managerial Budgeting* by G. Gianakis and C. McCue. ASPA Section on Management Science and Policy Analysis Newsletter. December 1999.

“Well-Being Indicators for Families and Children in Delaware” *The Evaluation Exchange*, (with Celeste Anderson and Carl Nelson), Fall 1998.

"Transforming a Culture: The Orange County Corrections Experience." *American Jails*. (with Larry Bacon). Hagerstown, MD: American Jail Association. January and February 1996.

EDITORIAL WORK:

- 2010-2014 Appointed to *Public Administration Review* editorial board.
- 2008 *International Handbook of Practice-Based Performance Management*,
Thousand Oaks, CA: Sage, edited section IV.
- 2006-2007 A Performing Public Sector Symposium Editor (with Wouter Van
Dooren) *Public Performance and Management Review*
- 2005-2006 Performance Budgeting Symposium Editor (with Jonathan Justice) *Public
Performance and Management Review*
- April 2005 ASPA International Performance Measurement Symposium co-organizer
(with Patria de Lancer Julnes and Fran Berry) and chair of Track 4:
“Quality and Performance: Living Apart Together?” Milwaukee, WI
- 2001-2004 Book Review Editor, *Public Performance and Management Review*
- 2001 Case Studies, *Public Performance and Management Review*
- 1997-present Book Manuscripts: Quorum Books, Urban Institute, Jossey Bass
Journals:
- Public Performance and Management Review*
- Journal of Public Affairs Education*
- Public Administration Review*
- American Review of Public Administration*

INTERNATIONAL EXPERIENCE:

- American Society for Public Administration Senior Scholar for Young Scholars Program,
Mexico 2015, South Africa 2016, India 2017.
- External Examiner for North-West University, MAFIKENG Campus, South Africa, July 2016 to
July 2018
- Fulbright Specialist grant in Public Administration at University of Salerno, Italy, September-
October 2012.

Study Abroad in Costa Rica for SPPA graduate and undergraduate students, January 2012.

Guest of Chinese Academy of Governance, with delegation from around the world, Beijing, China, November 2011.

Co-lead a group of graduate students to study abroad in Romania, January 2010.

Guest of Seoul Metropolitan Government, with delegation from the United States, Seoul, S. Korea, 2009.

Committee Chair and Host for Third Transatlantic Dialogue between the American Society for Public Administration and the European Group for Public Administration on leadership in Newark, DE, June 2007.

Co-lead a group of graduate students to study abroad in the Netherlands, January 2006.

Workshop Co-chair for Second Transatlantic Dialogue on performance with Wouter Van Dooren for Workshop III: Performance in multi-sector/organization collaborations, Leuven, Belgium, June 2006.

Organizing Committee for Second Transatlantic Dialogue on performance between the American Society for Public Administration and the European Group for Public Administration held in Leuven, Belgium, 2005-2006.

Visiting Scholar, Katholieke Universiteit, Public Management Institute, Leuven, Belgium in residence June-July 2004. Worked with a team of researcher on performance management issues 2003 to present.

Moldovan Public Officials, University of Central Florida. 1996. Established internships in the community and facilitated seminars for public administrators from the Republic of Moldova.

Polish Public Officials, University of Central Florida. 1994. Conducted seminar on the U.S. Constitution and U.S. Government for public administrators from the Republic of Poland.

U.S. Department of Justice, National Institute of Corrections, Longmont, Colorado. January 1994. Co-facilitated a 1 week strategic management session in Spanish for the Department of Juvenile Corrections, San Juan, Puerto Rico.

INTERNATIONAL NATIONAL, AND LECTURE SERIES PRESENTATIONS:

*Disparities of COVID 19 and Implications for Public Affairs Education. **Presidential Panel**, ASPA National Conference, Jacksonville, FL, March 20, 2022.*

*Current State of the US Civil Service and Enduring Questions. **Keynote Presentation** at the 2021 Global Public HR Conference, Seoul, South Korea, October 8, 2021.*

*The Joseph R. Biden School of Public Policy and Administration. **SAAPAM' VIL-NKOMO LECTURE**, The South African Association of Public Administration and Management (SAAPAM), September 28, 2021.*

*Public Service and Revitalizing the Middle Class. **Keynote Presentation** at Pi Alpha Alpha induction at West Chester University and Keystone State ASPA chapter meeting. West Chester PA, May 11, 2019.*

Revitalizing the Middle Class. American Society for Public Administration plenary. Washington, DC, March 8, 2019.

Biden Challenge: Educational Requirements to address the needs of the Middle Class. Atlanta, GA, October 11, 2018.

Good Governance and Urban Development, Young Scholar's Workshop, Chennai, India, July 2017.

Developing and Advancing an Academic Career and, Teaching in Public Affairs, Young Scholars Workshop, Cape Town, South Africa, July 2016.

*Good Governance and Lingering Challenges in the Inter-sectoral Delivery Models: The U.S. Context. **Keynote Presentation**, Lien Conference, Singapore, November 2015.*

*Status and Challenges to Big Questions in Public Administration, **Keynote Presentation** at International Young Scholars Workshop, Centro de Investigación y Docencia Económicas (CIDE), Mexico, August 12, 2015.*

Building the Future by Addressing Challenges to Public Administration. Hooding Ceremony at National University of Political Studies and Public Administration, Bucharest, Romania. May 2015.

The Role of Civil Society in Leading Change in Cuba. Invited speaker at the Wilmington Rotary Club, January 2015.

Strategic Planning by State Courts in the US. Presented at the EGPA conference in Edinburgh, Scotland, September 2013.

Teaching Performance Management to MPA Students. Presented at the NASPAA conference in Kansas City, MO, October 2011.

Opening the Door to Cuba by Reinventing Guantanamo: Creating a Cuba-US Biofuel Production Capability in Guantanamo (with John Paron). Presented at the ASPA conference in Baltimore, April 2011, City University of New York, May 2011, and at American Society on the Cuban Economy, Miami, August 2011.

Study Abroad for Graduate Students, chaired panel at NASPAA conference in Las Vegas, October 2010.

Progress made by 6 States a decade after implementing Managing for Results. Presented at the ASPA conference in San Jose, April 2010 and at the European Group for Public Administration (EGPA) in Toulouse, France, September 2010.

Civil Society in Cuba: Strengthening Transparency, Public Connectedness, and External Support, Heinz Lecture Series, Carnegie-Mellon, PA, January 2009.

Systems thinking and Collaborative Networks: A Proposal for Urban Public Education (paper w/ M. Glaser and C. Gile) presented at Fourth Transatlantic Dialogue in Milan, Italy, June 2008.

Civil Society in Cuba: Strengthening Transparency, Public Connectedness, and External Support Rutgers Lecture Series, Newark, NJ, May 2008

The Use of Performance Contracts for Delivery of Social Services (paper w/L Foote) presented at XII Congreso Internacional del CLAD sobre la Reforma del Estado y de Administracion Publica, Santo Domingo, Dominican Republic, 30 October – 2 November 2007.

Creating an Environment for Accountability and Performance in Contractual Arrangements: Leadership or Mandate? (paper w/L Foote) presented at the Third Transatlantic Dialogue in Newark, DE, June 2007.

Forward Together: Achieving Better Performance in Nonprofit – State Government Contracting for Human Services (paper w/Kathy Denhardt and Lynne Foote) Second Transatlantic Dialogue, Leuven, Belgium, June 2006.

The rediscovery of Social Indicators in Europe and the USA: An International Comparison (paper with Wouter Van Dooren). European Group for Public Administration Conference, Bern, Switzerland, September 2005.

Increasing Performance through Partnerships and Collaborations: The Claymont Renaissance Project, American Society for Public Administration, Annual Conference, Milwaukee, WI, April 2006.

Civil Society in Cuba: Strengthening Transparency, Public Connectedness, and External Support American Society for Public Administration, Annual Conference, Milwaukee, WI, April 2005.

Examples of Quality Efforts in the United States, American Society for Public Administration, International Performance Measurement Symposium, American Society for Public Administration, Annual Conference, Milwaukee, WI, April 2005.

How do we know if Students are learning? (presented with Kim Bodine) for the National Association of Schools of Public Affairs and Administration, power point is available at <http://www.naspaa.org/accreditation/institute/studentoutcome/content.asp>, Pittsburgh, PA, October 2003.

Collaborations for Accountability and to Improve Performance: Examples from U.S. Government Agencies at the National and State Levels presented to the Flemish government, Brussels, Belgium, June 28, 2004.

Issues Facing Local Government panel chair at annual American Society for Public Administration Meeting, Washington, DC, March 2003.

Evaluating Employment Services (presented with Elena Settles; paper included Jim Flynn) for the American Evaluation Association meeting in Washington, DC, November 2002.

A Mission-Focused and Performance Driven Framework for Homeland Security (presenter w/ John Paron and panel chair) for the Third International Conference on Performance Measurement and Management, Boston, MA, 17-19 July 2002.

Naïveté and Best Lay-out Plans: Electronically Surveying Stakeholders of the Delaware Department of Education. Paper presented with Jim Flynn at the South Eastern Evaluation Conference in New Jersey, Spring 2002.

The Delaware Model: Consulting as Faculty Requirement. Paper presented at the American Society for Public Administration, National Conference, Phoenix, AZ, March 2002.

Performance Management Systems and Accountability: Sacrificing Collaboration in Order to Assure Individual Accountability? (w/ Kathy Denhardt) presented at the Fifth International Research Symposium on Public Management (IRSPM V) Building Public-Private Partnerships: Theoretical and Empirical Developments, Barcelona, April 9-11, 2001.

Indicators of Social Conditions: Uses and Misuses (presenter and panel chair) for the American Society for Public Administration, National Conference, Newark, N.J. March 2001.

Performance Indicators, Evaluation, and Communicating to Legislators in States Paper presented at the American Evaluation Association, National Conference, Honolulu, HI November 2000.

The Rise and Fall of the Florida Benchmarks. Paper presented at the International Multidisciplinary Academic Conference on Performance Measurement, Robinson College, Cambridge, UK. July 2000.

Developing a Managing for Results System for Delaware's Children and Families (moderator and presenter for the panel) American Society for Public Administration, National Conference, San Diego, CA, April 2000. Discussant for Joseph Wholey's Panel, "Progress, Challenges and Prospects in Results Act Implementation.

Delaware's efforts in Managing for Results presented for the Delaware Quality Conference, Newark, DE. February 2000.

Brown Bag Lunch Presentation: "The Role Evaluators Play in Managing for Results" sponsored by the Washington Evaluators, U.S. General Accounting Office and George Washington University, Washington, DC, November 17, 1999.

Keynote Presentation: "Managing for Results in State Government" for the International Quality & Productivity Center, Atlanta, Georgia, September 28-29, 1999.

Teaching Analytical Skills in the MPA Curricula (w/ Jeffrey Raffel) and *Improving Accountability and Performance in the Public Sector Through Community Participation* (Moderator and Presenter for the panel) presented at the American Society for Public Administration, National Conference, Orlando, FL, April 1999.

Fine-Tuning Performance Measurement As A Management Strategy: Insights from the States presented at the National Public Sector Productivity On-line Conference, Fall 1998.

Homegrown Economic Development: The Case of the Hispanic Business Initiative Fund presented at the American Society for Public Administration, National Conference, Seattle, WA, May 1998.

Current Issues in Teaching Public Administration presented at the Teaching Public Administration, Colorado Springs, CO, May 1998.

Objectivity in the Public Domain: Measuring Performance at the State Level presented at the Eastern Evaluation Research Society, Cape May, NJ, April 1998.

Building Capacity by Managing for Results presented at the American Society for Public Administration, National Conference, Philadelphia, PA, July 1997.

Performance Measures and Accountability University of Delaware, Colloquium Series, Newark, Delaware, October 1996.

Administrative Reform, Administrative Theory and the Administrative Management Paradigm. American Society for Public Administration, National Conference, Atlanta, Georgia, July 1996.

Management Reforms at the State Level (panel chair and presenter). Southeastern Conference for Public Administration, Savannah, Georgia, October 1995.

Evaluating the Effectiveness of Empowerment Zones (with Patricia Hazard) presented at the American Society for Public Administration, National Conference, San Antonio, Texas, July 1995.

Transforming an Organization: The Orange County Corrections Experience panel chair and presenter. Southeastern Conference for Public Administration, Cocoa Beach, Florida, October 1993.

Cultural Training in Higher Education Must Begin with Faculty presented at the National Association for Multicultural Education, Orlando, Florida, February 1992.

Hispanic Women Beyond the Glass Ceiling presented at the Southeastern Conference for Public Administration, Clearwater, Florida, October 1991.

Pensions Beyond the Year 2005 (w/ Eileen Able) presented at the Futurist Regional Conference, Daytona Beach, Florida, May 1990.

Implementing A Total Work Measurement System presented at the American Society for Public Administration, National Conference, Miami, Florida, April 1989.

Performance Measurement in Local Government presented before the Florida Innovation Group, West Palm Beach, Florida, January 1989.

Eight Hour Course on Productivity Analysis for the Florida Government Finance Officers Association, Sarasota, Florida, November 1988.

Performance Measurement presented at the "Quality Fest," Daytona Beach, Florida, October 1988.

FUNDED CONTRACTUAL ASSIGNMENTS:

IREX, funding for 3 students from Cuba to study in our Master in Public Administration program, and 3 additional to receive certificate in Non-profit Management 2016-2021.

USAID, Evaluator on the George Mason University, Department of Public and International Affairs and Zurab Zhvania Georgian Institute of Public Affairs project, 2013-2015.

U.S. Government Area Studies University of Delaware Program, Cuba's Civil Society, November 19, 2009. Elkridge, Maryland.

State of Delaware, DSS/DMMA Leadership Development Program: Strategic Planning, May, 2008—Funded by the State of Delaware (w/Jim Flynn).

U.S. Government Area Studies University Program, Cuba's Civil Society, September 18, 2007. Elkridge, Maryland.

Delaware Economic Development Office, June 2005-2006—State funded Comprehensive Development Strategy (with Dworsky, McGowan, McIlvaine, Mix, Scott, O'Hanlon).

State of Delaware, DSS/DMMA Leadership Development Program: Issues and Practical Tools for Management Decision Making, April 28, 2006—Funded by the State of Delaware (w/Jim Flynn).

City of Dover, Performance Management Training, November 10, 2005—Funded by City of Dover (w/Marcia Scott).

USAID—Researcher with University of Miami, Miami, Florida, June 9, 2003 to May 31, 2004—on Civil Society in Cuba.

Advisory Committee Member for Citizen Driven Performance Project, 2002 to 2005. Funded by Sloan Foundation and housed in National Center for Public Productivity, Rutgers, New Jersey.

University of Barcelona, Spain, Spring 2002. Paper prepared on “Issues and Trends in Local Government in the United States” with Arno Loessner.

State of Delaware, State Personnel Office, Wilmington, DE. January 2002 to 2003. Conducted a process evaluation of the Employment Section.

Taught Advanced Nonprofit Management Certificate Course: Performance Measurement and Outcomes Evaluation, September and October 2001.

Town of Georgetown, Town Council retreat and facilitation, Georgetown, Delaware, August 2001. Facilitated the strategic planning retreat for the town manager and town council.

State of Delaware, Family Services Cabinet Council, Wilmington, DE. May 1998 to November 2000. Participated in the development of the first Families Count book for the state. Provided training sessions for the Department of Children and their families in performance contracting; for the Department of Health and Social Services in performance measurement and stakeholder involvement; and for the Department of Education in strategic planning.

State of Delaware, Department of Education, Wilmington, DE, Fall 2000. Developed Stakeholder Satisfaction Survey.

University of Southern California, Sacramento, CA. November 4, 1999. Presented materials on performance measurement to the California Society of Municipal Finance Officers’ Course Developing Financial Leadership Capacity for the 21st Century.

Orange County Government, Department of Corrections, Orlando, Florida. June 1992 to December 1995. Designed performance measures, trained, and supervised the measurement of their management systems and teams.

City of Lakeland, Florida. September 1994 and May 1995. Provided training for the development of the Public Works department's strategic plan.

City of Ormond Beach, Florida. May 1994. Facilitated training session to design performance measures for the City's strategic plan.

City of Casselberry, Florida. March 1994. Facilitated training session to design performance measures for the City's strategic plan.

City of Edgewater, Florida. January 1993. Facilitated session to design the City's strategic plan.

State of Florida, Fish and Wildlife Commission. September 1992. Facilitated session to identify strategic issues facing the organization.

Florida Innovation Group and Hernando County Government, Tampa and Brooksville, Florida. May and August 1991. Strategic management training sessions.

U.C.F. and U.S.F. Institute of Government, Orlando and Tampa, Florida. August and November 1989. Co-facilitated training session on assessing and improving the organization's performance.

Hernando County Senior Staff, Brooksville, Florida. December 1988 and January 1990. Provided training on the Implementation and Administration of Productivity Analysis.

Orlando Chamber of Commerce, Orlando, Florida. November 1988 to July 1989. Wrote and consulted on a federal grant for the Employer Supported Child Care Initiative.

RESEARCH GRANTS:

Jessie Ball duPont Fund "Nonprofit State Government Contracting Relationships in Delaware (with Kathy Denhardt and Deborah Auger) 2005 to 2007. Contract renewed in 2008.

University of Delaware, College of Human Resources, Education, and Public Policy. Grant to assist in the dialog between State Government and Nonprofits (with Deborah Auger and Kathryn Denhardt). September 2005-June 2006.

University of Delaware, College of Human Resources, Education, and Public Policy. Grant to study the Influence of Civil Society on the re-vitalization of Claymont (with Myrna Bair). September 2005-June 2006.

United States Aid for International Development, Grant to study civil society in Cuba through University of Miami, Institute for Cuban & Cuban-American Studies, June 2003 to May 2004.

U.S. Department of Health and Human Services, Fall 1998-2000. Grant award for \$100,000 to develop and implement use of indicators of children's health and well-being in the State of Delaware and local policy work. Joint award with Leslie Cooksy as Co-Principal Investigators.

University of Central Florida and Orange County Corrections, Orlando, Florida. Summer of 1995. Grant to develop performance measures for future evaluation of programs. Joint award with faculty from Criminal Justice and Social Work.

College of Health and Professional Studies, In-house Research Grant, University of Central Florida, Orlando, Florida. March 30, 1990. Grant was awarded to study staff turnover in the Orlando Social Service Network. Joint award with Eileen Able, Social Work. Completed October 1990

SERVICE TO PROFESSIONAL ASSOCIATIONS AND AWARDS:

The Volcker Alliance, Public Service Accelerator Advisory Board, 2020 to Present

Public Integrity Executive Editorial Board, 2017 to 2019

NASPAA Executive National Council, elected 2016 to 2019.

Fellow, National Academy for Public Administration, 2015 to Present

President, American Society for Public Administration, 2015.

Honorary PhD, National University of Political Studies and Public Administration
Bucharest, Romania, May 2015.

Chester A. Newland Citation of Merit Award, recognition for service to ASPA, 2015.

Public Administration programs external review committee, Florida International University,
2014.

President-elect, American Society for Public Administration, 2014.

Vice President, American Society for Public Administration, 2013.

ASPA's Center for Accountability and Performance Chair, ASPA, 2012.

ASPA's Center for Accountability and Performance, Board Member, 2012-2015.

Chester A. Newland Citation of Merit Award, recognition for service to ASPA, 2011.

NASPAA Site Visitor and Chair for MPA program accreditation (ongoing).

Organizing committee for NASPAA conference in Kansas City, 2011.

Program Chair (with Geert Bouckaert from Belgium) for ASPA 2011 conference in Baltimore, Maryland.

Organizing committee for NASPAA conference in Las Vegas, 2010.

Organizing committee for ASPA's 2010 conference in San Jose, California.

Organizing committee for ASPA's 2009 conference in Miami, Florida. PhD program external review committee, University of Illinois, Chicago (2009).

Selected to NASPAA's Commission on Peer Review and Accreditation (COPRA) for a 3-year term, Fall 2006-Spring 2009.

Chair-elect and Chair of Section on Public Administration Research (SPAR) of the American Society for Public Administration 2006 and 2007.

Elected to the Executive Committee of the Section on Public Administration Research (SPAR). 2004 to 2007. Committee member to present.

Elected to the Center for Accountability and Performance (CAP) of the American Society for Public Administration. 2004 to 2007.

Presidential Appointment to the Christopher Columbus Fellowship Foundation. 2003 to 2009.

Delaware Association for Public Administration, Board Member, 1999 to 2002.

Elected to the American Society for Public Administration, Section on Public Performance and Management, Board Member May 1997-2000.

Hispanic Business Initiative Fund, Orange County, Florida. Board Member. 1994 to 1997.

Economic Development, Orange County, Florida. Board Member. 1993 to 1994.

American Society for Public Administration, Central Florida Chapter. Treasurer. 1988 to 1989.

Human Services Council, Orange County, Florida. Board Member. 1985 to 1988.

PhD Students—Chair

Sonia "Lorelly" Solano
Angela Kline
Cristina Stanica

Committee

George Irvine
Lucia Velotti
Roger Huston
Wouter Van Dooren
Monica Mesa-Alvarez