

PATRIA DE LANCER JULNES, Ph.D.

University of New Mexico
School of Public Administration
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EDUCATION

Ph. D., Public Administration, Rutgers University, Newark, NJ, (1997)
Dissertation: Performance Measures as Knowledge and Innovation: An Elaborated Model Explaining Utilization.

Master of Public Administration, Fairleigh Dickinson University, Rutherford, NJ, (1994)

Bachelor of Science, Major - Marketing, Minor - Economics, Rutgers University, Newark, NJ, (1992)

Associate in Applied Science, Marketing, New York City Technical College, CUNY, NY (1988)

Other

Certificate in Public Health, Penn State College of Medicine, Hershey, PA, (2018; 18 credits)

LEADERSHIP EXPERIENCE

The University of New Mexico, Albuquerque, New Mexico
Director, School of Public Administration (SPA), August 2021- Present
Provides academic and administrative leadership for the SPA.

Baruch College, Marxe School of Public & International Affairs, CUNY, New York
Associate Dean of Academic Programs, June, 2019-July, 2021
Responsible for the Office of Academic Programs (OAP). Supervised the School's faculty (52 full-time and 30+ part-time faculty); provided academic leadership for four graduate programs-- Master of Public Administration (MPA), Executive MPA, Master of International Affairs (MIA), Master of Science in Higher Education Administration (MSEd-HEA), and one undergraduate program—Bachelor of Science in Public Affairs (BSPA); supervised four direct reports overseeing three units--student advisement, program assessment and accreditation, and faculty support.

Penn State Harrisburg, School of Public Affairs
School Director, July 1, 2015-June 30, 2018
Provided academic and administrative leadership. Supervised 32 faculty, eight staff, 11 graduate assistants, and 30+ adjuncts working across six different disciplines; oversaw eight graduate and undergraduate degree programs (online, through PSU's World Campus, and on-campus); administered a budget of \$3.1 million (including salaries, operations, and endowments); recruited and mentored faculty and oversaw a rigorous tenure, promotion and continuation process; a member of the Chancellor's Executive Council, represented the School internally and externally.

University of Baltimore
Special Assistant to the Provost, January 2014-December 2014
Responsibilities included reviewing the promotion and tenure (P&T) policies of all four colleges (College of Public Affairs, College of Arts and Science, College of Business, Law School) and the library, and making recommendations for improvement.

Program Director, Doctor of Public Administration (DPA) Program, College of Public Affairs, August

2008-June 2013.

Responsibilities included refreshing and strengthening the DPA Program, developing program policies and procedures, and collaborating with units across the College and the University to deliver co-curricular activities.

Utah State University (USU), Political Science Department

Director, Graduate Program in Political Science, August 2006 – June 2008.

Responsible for admissions and supervision of graduate students. In collaboration with the Graduate school, developed and implemented program recruitment strategies.

Assistant Department Head, August 2004-July 2005

Represented the Department in the absence of the Department Head and assisted with budgetary, policy, and personnel decisions.

Coordinator, Master of Social Science in Public Administration (MSSPA), May 2001-2005

Reinstated and provided academic leadership for the interdisciplinary MSSPA program, which was delivered through distance education.

International Engagement, USU, 2002-2008

Helped to expand USU's partnerships in the Dominican Republic (DR).

- Developed and led the first master's in public policy and administration in the DR. Instruction was first delivered by faculty colleagues from universities in the USA, Mexico, and Spain.
- Facilitated negotiations, visits, and other activities related to the USU-DR scholarship program.
- Helped international students acclimate to their new life in the Logan community.

ACADEMIC EMPLOYMENT

Teaching Areas: Innovations in the public sector; strategic management; performance measurement; the intellectual history of public administration; research methods; statistical analysis; and public policy.

The University of New Mexico, School of Public Administration, Albuquerque, NM

Inaugural Rosenthal Endowed Professor (tenured), August 1, 2021- Present

Baruch College, CUNY, Marxe School of Public & International Affairs, New York, NY

Professor (Tenured) of Public Administration, June 2019- July, 2021

Penn State Harrisburg, School of Public Affairs, Middletown, PA

Professor (Tenured) of Public Administration, July 1, 2015- May 31, 2019 (on research leave July 2018- December 2018)

The University of Baltimore, School of Public Affairs, Baltimore, MD

Professor (Tenured): April 2011- June 2015

Associate Professor (Tenured): August 2008- to April 2011; Faculty Fellow, Schaefer Center August 2008- June 2015

Utah State University, Political Science Department, Logan, UT

Associate Professor (Tenured): April 2004 – June 2008 (on sabbatical leave June 2005- June 2006)

Assistant Professor: August 1999-April 2004

University of Illinois at Springfield, Doctor of Public Administration Program, Springfield, IL

Assistant Professor: August 1998 – June 1999

Fairleigh Dickinson University, Public Administration Institute, Teaneck, NJ

Assistant Professor: August 1997-June 1998

Lecturer: August 1996 - May 1997

Other Academic and Research Appointments

Universidad EAN, Master's Program in Management, Bogota, Colombia, 2010 –2014

Visiting Professor (Part-time)

- Taught seminar on strategic management in Spanish.

Instituto Universitario de Investigación Ortega y Gasset, Madrid, Spain, 2005- 2012

Visiting Scholar & Professor (Part-time)

- Conducted seminar on evaluation and control, and advised students on their thesis projects for the Instituto's Master in Public Management at the Global Foundation for Democracy and Development in Santo Domingo, Dominican Republic (2007- 2012).
- Advised students in the Doctoral Program in Government and Public Administration.
- Conducted research in the area of public administration reform in Latin America.
- Lectured on strategic planning, performance measurement, and accountability.

Research Faculty, Institute for Public Affairs, University of Illinois at Springfield, IL August 1998-June 1999

- Assisted in the development of a Performance Measurement System for the Illinois Department of Human Services' Teen REACH Program. The system used a facilitated approach in developing goals, objectives, and indicators of program performance.

Research Consultant Local Area Health Advisory Board Region II, Fairleigh Dickinson University, Teaneck, NJ

January 1993-March 1997

- Coordinated and completed the *1997 Region II Health Resources Report* (300 pp.). This project required collecting and analyzing health-related data and preparing a written report (1996-1997). The report was filed with the State of New Jersey and distributed to interested health services providers.
- Interviewed HIV prevention services providers for a state-wide study on the availability of HIV prevention services (1994).
- Compiled and analyzed data for the *Region II Health Status Report* (1993).

AWARDS AND HONORS

Professional

National Academy of Public Administration, Fellow, elected in 2019

Donald C. Stone Service Award, ASPA, March 2017

Julia J. Henderson International Service Award, SWPA, March 2017

Public Administration Review's 75 most influential articles since the journal's inception in 1940:

Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation (2001, with Marc Holzer), 2014

Henry C. Welcome Fellowship, Maryland Higher Education Commission, 2008-2011

Utah State University, College of Humanities, Arts, and Social Sciences' Researcher of the Year Award, 2003

Public Administration Review's William E. Mosher and Frederick C. Mosher Award for the best article written by an academician, issue year 2001, with Marc Holzer.

Center for Accountability and Performance's Joseph S. Wholey Distinguished Scholarship Award, 2001, with Marc Holzer

ASPA Utah Chapter, first recipient of the Dr. Ted. Hebert Distinguished Service Award, 2002

Public Service

Drum Major for Justice Award for civic engagement, IMC, Harrisburg, PA, February 2017

The Daily Record Maryland's Top 100 Women, 2013

Officer's Cross of the Order of Isabella the Catholic, Government of Spain,

2013 Young Hispanic Leader, a competitive program of the Embassy of Spain in the U.S. that identifies rising

leaders in the Hispanic community living in the U.S., 2006

PUBLICATIONS

Articles (Peer Reviewed Journals)

- Zhang, X., Tantardini, M., Kim, Y, and **de Lancer Julnes, P.** (2021) Is Performance Management Reform Living up to its Expectations? An Analysis of Public Management Reform in China's Guangdong Province, *Public Performance & Management Review*, 44 (1),81-107. DOI: 10.1080/15309576.2020.1806085
- de Lancer Julnes, P. and Choi, S. W., (2020). Equity-Efficiency Tradeoff: The Hospital Readmissions Reduction Program and Disparities in Outcomes Among Vulnerable Medicare Heart Failure Patients in Pennsylvania. *Journal of Health and Human Services Administration; Harrisburg Vol. 43, Iss. 1, (Summer 2020): 23-48. DOI:10.37808/jhhsa.43.1.3*
- de Lancer Julnes, P., Broom, C., and Park, S. (2020). A Suggested Model for Integrating Community Indicators with Performance Measurement. Challenges and Opportunities. *International Journal of Community Well-Being* 3, 85–106 (2020). DOI: 10.1007/s42413-019-00046-6
- de Lancer Julnes, P., and Villoria, M. (2014). Understanding and Addressing Citizens' Perceptions of Corruption: The Case Of Spain. *International Review of Public Administration*, 19 (1): 23-43.
- de Lancer Julnes, P. (2013). Citizen-Driven Performance Measurement: Opportunities For Evaluator Collaboration In Support of The New Governance. In Bohni, S., and Hunter, D. (eds.) Evaluation and Performance Management: Exploring Complementarities. *New Directions for Program Evaluation* Issue 137: 81-92.
- de Lancer Julnes, P., and Johnson, D.(2011). Strengthening Efforts to Engage the Hispanic Community in Citizen-Driven Governance: An Assessment of Efforts in Utah. *Public Administration Review* 71(2): 221-231.
- Gibson, E. and **de Lancer Julnes, P.** (2010). A Bridge Too Far? Maryland's BracStat as a Regional Network Governance and Performance Management tool. *State and Local Government Review* 42 (2): 168-175.
- de Lancer Julnes, P. (2006). Universities-Government Partnerships in Support of State Reform: Lessons from the Caribbean. *The Journal of Public Affairs Education* 12 (4):439-460.
- de Lancer Julnes, P. (2006) Lo Universal y Lo Particular en la Reforma Gubernamental En América Latina y el Caribe [The Universal and Particular of government reform in Latin America and the Caribbean] *Revista del CLAD. Reforma y Democracia* October (n36): 173-200.
- de Lancer Julnes, P. (2006). Performance Measurement: An Effective Tool for Government Accountability? The Debate Goes on. *Evaluation* 12 (2): 219-235
- de Lancer Julnes, P., and Mixcoatl, G. (2006). Governors as Agents of Change: A Comparative Study of Performance Measurement Initiatives in Utah and Campeche. *Public Performance and Management Review* 29 (4): 405-432.
- de Lancer Julnes, P. and Puente Alcaraz. J. (2003). Políticas Sociales y Reforma Del Estado En Republica Dominicana Y Guatemala: Análisis Comparado De Las Iniciativas Adoptadas En Educación y Salud En Los Noventa.[Social Policy And Reform In The Dominican Republic And Guatemala: A Comparative Analysis Of Policies Adopted In Education And Health In The Nineties]. *Revista del CLAD. Reforma y Democracia* 26 (June): 199-226.
- de Lancer Julnes, P., and Holzer, M. (2001). Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation. *Public Administration Review* 61(6): 693-708.
- de Lancer Julnes, P. (2001). Does Participation Increase Perceptions of Usefulness?: An Evaluation of a Participatory Approach to the Development of Performance Measures. *Public Productivity & Management Review* 24 (4): 403-418.
- Whicker, M., **de Lancer Julnes, P.**, Williams, D. (2001). Making Tax Policy: A Variance Ratio Approach to Measuring Tax Incidence. *Public Budgeting, Accounting & Financial Management* 13 (1): 83-102.
- de Lancer Julnes, P. (2000). Evolution of Government Reform: The Center For Accountability And Performance (CAP) And Support Of Managing For Results. *Journal of Public Management and*

Social Policy Summer/Fall:15-26.

- de Lancer Julnes, Patria (2000). Decision-Making Tools for Public Productivity Improvement: A Comparison of DEA to Cost-Benefit and Regression Analyses. *Public Budgeting, Accounting & Financial Management* 12 (4): 625-646.
- de Lancer Julnes, Patria (1999). Lessons Learned About Performance Measurement. *International Review of Public Administration* 4 (2): 45-55.
- Whicker, M., and de Lancer, P. (1997). The Implications of Types of Voter Rationality for Tax Cut Initiatives. *Public Budgeting and Financial Management*, 8 (4): 461- 480.

Chapters, Encyclopedia Entries, and Book Reviews

- de Lancer Julnes, P. and Holzer, M. (forthcoming). Best Practices: Adapting Award-Winning Performance Innovations. In Holzer, M. and Ballard, A (eds.) *The Public Productivity and Performance Handbook* (3rd ed.). Routledge, New York.
- de Lancer Julnes, P. (2016). Total Quality Management. In Farazmand, A. (ed) *Global Encyclopedia of Public Administration, Public Policy, and Governance* (1-7) DOI 10.1007/978-3-319-31816-5_1872-1
- de Lancer Julnes, P., and Gibson, E. (2016). Introduction to Innovations in the Public and Nonprofit Sectors. In de Lancer Julnes, P. and Gibson, E. *Innovation In The Public And Nonprofit Sectors: A Public Solutions Handbook* (3-11). Routledge: New York.
- de Lancer Julnes, P. (2016). The Study of Innovation: State of the Art and Framework for Analysis. In de Lancer Julnes P. and Gibson, E. *Innovation In The Public And Nonprofit Sectors: A Public Solutions Handbook* (12-32). Routledge: New York.
- de Lancer Julnes, P., Gibson E., and Park. S. (2016). Refining Our Understanding of the Process of Innovation in Public and Nonprofit Organizations: Lessons Learned and Future Directions for Research. In de Lancer Julnes P. and Gibson, E. *Innovation In The Public And Nonprofit Sectors: A Public Solutions Handbook* (245-260). Routledge: New York.
- de Lancer Julnes, P. (2012). Hispanics Engagement in Governance: A Social Constructivist Interpretation. In Yang, K., & Schachter, H. (eds). *The State of Citizen Participation in America* (195-224). Information Age Publishing: Charlotte, NC.
- de Lancer Julnes, P. (2012). *Accountability Unbound*. Book Review. *Public Administration Review* 74 (4): 615-622.
- de Lancer Julnes, P. (2010). Management Capacity As A Promissory Note On Performance: Perspectives From The Classroom And The Field. Book Review. *Public Administration Review*. 70: 953–957.
- de Lancer Julnes, P. (2008). Performance Measurement Utilization: Beyond Instrumental Use. In Van Dooren, W., and Van de Walle, S. (eds.) *Performance Information in the Public Sector: How it is Used* (58-71) Palgrave Mcmillan: London.
- de Lancer Julnes, P., Berry, F., Aristigueta, M., and Yang, K. (2008). Prologue, in de Lancer Julnes, P., Berry, F., Aristigueta, M. and Yang, K, (eds.) *International Handbook of Practice-Based Performance Management*. Sage Publications: CA.
- de Lancer Julnes, P. (2008). Can Performance Measurement Improve Performance And Accountability? In de Lancer Julnes, P., Berry, F., Aristigueta, M. and Yang, K, (eds.). *International Handbook of Practice-Based Performance Management* (65-78) Sage Publications: CA.
- de Lancer Julnes, P. (2008). Data Envelopment Analysis for Performance Assessment and Decision Making (Substantially revised version). In Miller, G., and Yang, K. (eds.) *Handbook of Research Methods for Public Administration* (2nd ed.): 669-688. Taylor and Francis: Boca Raton, FL.
- de Lancer Julnes, P. (2006). Engaging Citizens In Governance-For-Results: Opportunities And Challenges. In Holzer, Marc. and Rhee, Se-Koo (eds) *Citizen-Driven Government Performance* (161-187). Seoul Development Institute: Seoul, Korea.
- de Lancer Julnes, P. (2004). The Utilization of Performance Measurement Information: Adopting, Implementing, Sustaining." In Holzer, M., and Lee, S-H (eds). *Handbook of Public Productivity*, 2nd edition (353-275). Marcel Dekker: NY.

- de Lancer Julnes, P. (2003). Performance Measurement. In Rabin, J. (ed.) *Encyclopedia of Public Administration and Public Policy*. Marcel Dekker: NY:(901-905).
- de Lancer Julnes, P. (2003). Productivity and Effectiveness. In Rabin, J. (ed.) *Encyclopedia of Public Administration and Public Policy*. Marcel Dekker: NY: (984-987).
- de Lancer, P. (1998). Data Envelopment Analysis: An Introduction. In Miller, G., and Whicker, M. (eds.) *Handbook of Research Methods in Public Administration* (535-548). Marcel Dekker: NY.
- de Lancer, P. D. (1997). Shared Services. In Shafritz, J. M. (ed.) *International Encyclopedia of Public Policy and Administration* (2057-2061). Westview Press.
- de Lancer, P. (1997). Street-Level Bureaucrats. In Shafritz, J. M. (ed.) *International Encyclopedia of Public Policy and Administration* (2176-2178). Westview Press.

Books

- de Lancer Julnes, P. Gibson, E., (eds.) (2016). *Innovation In The Public And Nonprofit Sectors: A Public Solutions Handbook*, Routledge: New York.
- de Lancer Julnes, P. (2009). *Performance-Based Management Systems. Effective Implementation and Maintenance*. CRC Press: Boca Raton, FL.
- de Lancer Julnes, P. and Holzer, M. (eds.) (2008) *Performance Measurement: Building Theory, Supporting Practice*. ASPA Classics Series. M.E. Sharpe: New York.
- de Lancer Julnes, P., Berry, F., Aristigueta, M. and Yang, K, (eds.) (2008). *International Handbook of Practice-Based Performance Management*. Sage Publications: CA.

Symposia & Other Publications

- Brintnall, M., Barr, J., **de Lancer Julnes, P.**, Cooley, L., Giugale, M., Mihm, C., Redburn, S. and Taub, R. (2020). The United States in an Interconnected World: An Agenda for 2021. National Academy of Public Administration. Blog post: <https://www.napawash.org/grandchallenges/blog/election-2020-advance-national-interests-interests-in-a-changing-global-context>
- de Lancer Julnes, P., Broom, C., and Park, S. (2018). Can Efforts to Integrate Community Indicators with Performance Measurement Systems Succeed? Lessons from Current Attempts. Community Indicators Consortium: http://communityindicators.net/resources/can-efforts-to-integrate-community-indicators-with-performance-measurement-systems-succeed-lessons-from-current-attempts/?_sft_tag=ci-pm-integration.
- de Lancer Julnes, P., and Gibbs, J. (2017, April). Does cooperating with ICE harm local police? What the research says. *The Conversation* <https://theconversation.com/does-cooperating-with-ice-harm-local-police-what-the-research-says-76072>
- de Lancer Julnes, P., and Tantardini, M. (2016, October). Pennsylvanians have positive perceptions of the performance of the federal and state governments. <http://harrisburg.psu.edu/content/research-brief-padmpdf>
- Di Franco, T., Ayabakan, S., Callahan, J., **de Lancer Julnes, P.**, and Fredriksson, R. (2015). Maryland Million Hearts Evaluation. University of Baltimore, Schaefer Center. <http://www.ubalt.edu/cpa/centers/schaefercenter/Million%20Hearts%20Evaluation%20Report.pdf>
- de Lancer Julnes, P. and Steccolini, I. (2015). Introduction to Symposium: Performance and Accountability in Complex Settings: Metrics, Methods, and Politics. *International Review of Public Administration* 20 (4) 329–334.
- de Lancer Julnes (2010). Suggestions For Instituting A Performance-Based Management System. *Public* January (n 20). The e-Newsletter of ESADE's Institute of Public Management. Barcelona, Spain.
- de Lancer Julnes, P. (2003). Accountability Assessment and The Math And Science Partnership Program. *PA Times* 26 (7): 12 (CAP Corner).
- de Lancer Julnes, P. (2002). The Question Of Whether Performance Measurement Works: Good News For Real Managers. *PA Times* 25 (6): 6 (CAP Corner).
- de Lancer Julnes, P. (1998). *The Utilization of Performance Measures by State and Local Governments*. Research Report 98-01. National Center for Public Productivity, Rutgers University, Newark.
- Lancer, P. (1995). Shared Services: The Answer to Economic Pressures? in Holzer, M. and Caprio, R. (eds.) *Privatization, Partnership, and Productivity in Government Research Series. Outsourcing*

and Shared Services Among New Jersey Municipalities. Rutgers-Newark, Graduate Department of Public Administration.

SELECTED SPEECHES AND CONFERENCE PARTICIPATION

“Changing Bureaucracies in Changing Time: Implications for Evaluation,” Discussant. The 14th European Evaluation Society Biennial Conference, Copenhagen, Denmark, June 6-10, 2022.

Recasting Evidence-Based Decision Making to Build Resilient Communities Post-COVID-19. Plenary speech. Korean Public Administration International Conference. Yeosu Expo Convention Center, South Korea, June 22-24, 2022.

Governance Post COVID-19 –Building Resilience and How Performance Measurement Systems Can Help. Plenary speech. The 10th Sino-U.S. International Conference on Public Administration, Renmin University of China, Beijing, September 24th -26th, 2021.

Critical Race Theory (CRT), Social Equity and Social Justice in PA: Examining the Causes and Effects of Anti-CRT Policies. Co-moderator and organizer. Annual meeting of the American Society for Public Administration, Jacksonville, FL, March 18-22.

“Grand Challenge: Advance National Interests in a Changing Global Context” (co-author and co-presenter). National Academy of Public Administration, October 23, 2020.

"The Dual Pandemics: Fostering Equity in the Face of COVID-19 and Racism," featured panelist, Webinar, American Society for Public Administration, Section on Democracy and Social Justice, August 12, 2020.

"Equity-Efficiency Tradeoff: The Hospital Readmissions Reduction Program and Disparities in Outcomes among Vulnerable Medicare Heart Failure Patients in Pennsylvania," (presenter; co-authored Sungwoog Choi), American Society for Public Administration, Digital Experience 2020. Recorded for access June-December, 2020.

"A Suggested Model for Integrating Community Indicators with Performance Measurement. Challenges and Opportunities." (Co-authored with C. Broom & S. Park). The 14th International Conference on Public Administration. Berlin School of Economics & Law. Berlin, Germany October 24-26, 2019.

"Opportunities And Challenges For Using Performance Measurement Information In Support Of Resilience: The Case Of Local Governments In Greece." (co-authored and co-presented with Sifis Plimakis). European Evaluation Society Biennial Conference, Thessaloniki, Greece Oct 1-5, 2018.

"Efficiency for what? The Impact of the Hospital Readmissions Reduction Program on Outcomes for Heart Failure Patients." (Co-authored with Sungwoog Choi). Seminar Speaker. 20th anniversary of the Master in Government and Public Management [Magister en Gobierno y Gerencia Pública], Universidad de Chile. Santiago, Chile, July 6, 2018.

"Significant Questions in Public Administration," Dean's Roundtable. 9th Sino-US International Conference for Public Administration Beijing, China, June 15- 17, 2018.

"Is Performance Management living up to its Expectations? Analysis of Public Management Reforms in China's Guangdong Province" (Co-authored with Xing Zhang, Michele Tantardini, Younhee Kim). Presenter. 9th Sino-US International Conference for Public Administration Beijing, China, June 15- 17, 2018.

"Perceptions of Corruption in Spain" (co-authored with Manuel Villoria). International Seminar: National

and Comparative Research on Corruption, Madrid, Spain, June 27-28, 2016.

"Developing and Implementing Sustainable Performance Indicators in the Public Sector" Presentation made at the 3rd International Conference on Governance, Crime and Justice Statistics, Merida, Mexico, June 7-10, 2016.

"Making Performance Measurement Systems Relevant to the "Three-Legged-Stool" of Sustainability," presentation made at the 11th European Evaluation Society Biennial Conference, Dublin, Ireland, October 1-3, 2014.

"Re-Envisioning Performance Measurement," Keynote address delivered at the 7th Annual Public Performance Measurement and Reporting Conference, Nacional Center for Public Performance, Rutgers University, Newark, NJ, September 19, 2014.

"The Integration of Community indicators and Performance Measurement," Keynote address delivered at the launching of the Effectiveness for Maori People workshop, Te Puni Kokiri, Wellington, New Zealand, July 10, 2014.

"Public Administration Opportunities and Challenges in the United States: The Changing Populations," plenary speech delivered at the Public Management Research Conference, Seoul, South Korea. July 27-29, 2014.

"Accountability, Performance Measurement, and Ethics in the Pursuit of the Public Interest." Public Management Research Conference, Seoul, South Korea. July 27-29, 2014.

"Improving the Usefulness of Performance Management: Using Program Evaluation Tools To Integrate Community Indicators with Performance Measures." Bicentenary Conference of the Italian Academy of Management. Lecce, Italy, September 19-21, 2013.

"Citizen-Driven Performance Measurement: Opportunities for Evaluator Collaboration In Support Of The New Governance". The 10th Biennial Conference of the European Evaluation Society. Helsinki, Finland, October 1-5, 2012.

"¿Accountability Para Qué Y Para Quien? Un Repaso De Los Avances Teóricos Y Prácticos." Presented at the VII annual conference of the Inter-American Network for Public Administration Education. San Juan, P.R., April 2012.

"Toward (re)building Public Trust: Understanding the Determinants of Citizen's Perceptions of Political and Administrative Corruption in Spain (co-authored with Manuel Villoria and Urayoan Jordan). Presented at the annual international conference of the Korean Association for Public Administration, Seoul, October 2011.

"Challenges Facing the Integration of Community Indicators And Performance Measures." Paper presented at the annual meeting of the American Society for Public Administration, Baltimore, March 2011.

Featured speaker in the panel "Movers and Shakers: Tips and Techniques from Leaders on the Rise." Fourth Annual Congressional Hispanic Leadership Institute's (CHLI) Future Leaders Conference, Washington, DC, July 14, 2010.

"Leveraging Information: From Performance Measurement to Performance-Based Management." Lecture delivered at the 2010 International Summer School. Barcelona, Spain, June 30-July 6, 2010.

"Effective governance in a diverse society: Promoting meaningful minority engagement." Paper presented at the 2010 Sino-US International Conference on Public Administration. Xiamen, China June 14-18, 2010.

"Hispanics involvement in citizen-driven governance." Paper presented at the annual meeting of the Inter-American Network for Public Administration Education. San Jose, Costa Rica, May 19-22.

Delivered address on perspectives from higher education at the IV Convention of the Hispanic Leaders of North America's panel: The Role of the Diasporas and Hispanic Organizations in the Development of Latin America. Tenerife, Spain, April 21-23, 2010.

"Are Citizens in 'Best Managed States' Better-off than Citizens in 'Not -So -Well Managed States'? Examining the Assumptions of the GPP." Presented at the annual meeting of the American Society for Public Administration, San Jose, CA, April 09-April 13, 2010.

Lead author (with Marc Holzer and Allan Schick [presenter]) of "Public Performance Measurement and Management: From Theory to Practice." Paper presented at the Saudi Arabia Institute of Public Administration International Conference for Administrative Development: Towards Excellence in Public Sector Performance, Riyadh, Saudi Arabia, November 2009.

Discussant in the panel Advancing Performance Management: Beyond Basics at the 2009 Association for Public Policy Analysis and Management Research Conference, APPAM. Washington, DC, November 6, 2009.

Panel Chair and presenter, "The Role of Performance Measurement In Ethical And Effective Government." XIV Congress of the Centro Latinoamericano de Administracion para el Desarrollo, CLAD, Salvador Bahia, Brazil Oct 27-30, 2009.

"Performance Measurement in Support of Ethics and Effectiveness in Governance." Paper presented at The First Global Dialogue On Ethical And Effective Governance: Governing Good And Governing Well". Workshop # 4: *Ethics and Effectiveness in Performance Measurement*. Amsterdam, The Netherlands, May 28-30, 2009.

"Uses and Purposes of Performance Measurement Information." Paper presented at the annual meeting of the American Society for Public Administration, Miami, FL, March 20-24, 2009.

"Dimensions of Use and their Relationship with Evaluation and Performance Measurement." Paper presented at the annual meeting of the American Evaluation Association, Denver, CO, Nov. 5-8, 2008.

"Citizen Driven Governance in Utah: Strengthening Hispanics' Engagement." Paper presented at the annual meeting of the American Society for Public Administration, Dallas, TX, March 07- 11, 2008. (Derek Johnson, co-author).

"The Role of ASPA in Developing and Sustaining Professional Partnerships in Support of Improved Governance Around the Globe. Paper presented at the XII Congress of the Centro Latinoamericano de Administracion para el Desarrollo, CLAD, Santo Domingo, D.R., Oct 30-Nov. 02, 2007.

"De Cómo Mejorar La Deficiencia Administrativa Organizacional En Un Hospital Público De La Republica Dominicana" (co-authored with Meyda Cuevas). Paper presented at the XII Congress of the Centro Latinoamericano de Administracion para el Desarrollo, CLAD, Santo Domingo, D.R., Oct 30-Nov. 02, 2007. Also coordinated the panel.

"Developing Successful Universities-Government Partnerships: Lessons from Abroad." Paper presented at the annual meeting of the American Society for Public Administration, ASPA, Washington, DC., March 23-27, 2007.

"Reforma y Modernización de la Administración Pública. Entendiendo las Características Contextuales que

Descarrilan la Reforma.” Invited Panel, Santo Domingo, Dominican Republic, July 12, 2006.

"Engaging Citizens In Governance-For-Results: Opportunities And Challenges." Paper presented at the Third Sino-US International Conference for Public Administration." Beijing, China, June 8-10, 2006.

Invited Discussant for the workshop on Citizen-Driven Performance Measurement. Seoul Development Institute. Seoul, Korea, October 7-10, 2005.

Introductory remarks. International Symposium of Practice-Based Performance Management. ASPA's Center for Accountability and Performance. Milwaukee April 01, 2005.

"Performance Measurement: An Effective Tool For Government Accountability? The Debate Goes On." Paper presented at the 6th European Evaluation Society biennial conference: Governance, Democracy, and Evaluation, Berlin, Germany, September 30- October 2, 2004.

"Challenges and Opportunities in the Development of Human Capital in the Dominican Republic's Public Administration System." Paper presented at the IX Congress of the Centro Latinoamericano de Administracion para el Desarrollo, CLAD, Madrid, Spain, November 2-5, 2004. (Also coordinated the panel)

"Performance Measurement For Performance Improvement And Democratic Governance." Paper delivered at the Invitation Seminar on "Government Performance Improvement and Citizen Driven Performance Measurement," Seoul Development Institute. Seoul, Korea. May 28, 2004.

"Performance Measurement vs. Program Evaluation in Public Education: The Mother of All Battles." Paper presented at the annual conference of the American Society for Public Administration. Portland, Oregon March 27-30, 2004.

"Using Performance Measurement Information for Government Accountability and Performance Improvement." Paper presented at the International Academic Symposium on Public Management in the 21st Century: Opportunities and Challenges, Macau, China January 9-11, 2004.

"Comparative Public Administration: Developing Educational and Administrative Capacities in the U.S. and Mexico," presented at the annual conference of the American Society for Public Administration, ASPA, Washington DC, March 14-18, 2003 (Also coordinated the panel).

"The Utilization of Performance Measurement in the Public Sector: Comparing Utah and Campeche's Experiences." Paper co-authored with Gerardo Mixcoatl and presented at the 64th national conference of the American Society for Public Administration, ASPA, Washington DC, March 14-18, 2003 (Also coordinated the panel).

"Crossing Frontiers: A contextual understanding of government reform efforts in The Dominican Republic and Guatemala." A paper co-authored with Jesus Puente Alcaraz of the Universidad Rafael Landivar, Guatemala. Paper presented in Spanish at the Tercer Congreso Europeo de Latinoamericanistas (Third Congress of Latinoamericanists in Europe) in Amsterdam, Holland. July 03-06, 2002, and the Primer Congreso Latinoamericano de Ciencia Politica (First Latin American Congress of Political Science) in Salamanca, Spain, July 08-11, 2002.

"The Context of State reform in Latin America. Lessons from the Dominican Republic's Experiences," paper presented at the annual meeting of the American Society for Public Administration. Phoenix, AZ March 23-26, 2002.

"Public Administration Reform in The Dominican Republic: Balancing Market And Public Solutions." Paper presented at the VI Congress of the Centro Latinoamericano de Administracion para el Desarrollo, CLAD. Buenos Aires, Argentina, November 5-9, 2001.

"Construyendo la Capacidad de Evaluación Para Orientar la Política Social en la Republica Dominicana." (Building evaluation capacity to guide social policy in the Dominican Republic). A workshop conducted at the National Council on Higher Education (CONES), Santo Domingo, Dominican Republic, July 26, 2001.

"Lessons from the Past for Making GPRA Work." Paper presented at the annual meeting of the American Evaluation Association. Honolulu, HI. November 1-5, 2000.

"Evolution of Government Reform: The Center for Accountability and Performance (CAP), and Support for Managing for Results." Paper presented at the V Congress of the Centro Latinoamericano de Administracion para el Desarrollo, CLAD. Santo Domingo, Dominican Republic, October 23-27, 2000.

Chair and presenter. "University-State Program Strategies for Developing and Implementing Performance Management/ Measurement Systems in Human Services and Extension Education" panel. Links Conference, Sacramento, CA, April 28-May 1, 1999.

Chair and presenter. "Overcoming Barriers to Knowledge Utilization: The Role of Participatory Research in Promoting the Development of Performance Measures." American Society for Public Administration's National Conference, Orlando, FL. April 10-14, 1999.

Program Co-Chair for the Ninth Public Sector Productivity Conference: Performance Measurement, Performance Improvement, held On-line for the first time, November 9-20, 1998.

"Lessons Learned About Performance Measurement: Rebuilding Procrustes's Bed." Paper presented at the Ninth Public Sector Productivity Conference: Performance Measurement, Performance Improvement, On-line, November 9-20, 1998.

"Advancing Utilization Theory: Contextual Understandings of Performance Measures." Presented at the Annual Conference of the American Society for Public Administration. Seattle, WA. May 1998.

"Computer Simulations of Proposed Alternative Measure of Tax Structure Incidence." A paper co-authored with Marcia L. Whicker and presented at the Annual Meeting of the American Political Science Association (APSA), San Francisco, CA August 29-September 1, 1996.

"Public Productivity Measurement and Data Envelopment Analysis: How Compatible Are They?" ASPA'S National Conference, Atlanta, GA August 29-September 1, 1996.

FUNDED GRANTS

"Develop a minor in Public Service and Leadership," Principal Investigator, May 2022-April 2023, Netx Generation Service Corps, Volcker Alliance, \$99,950.

"Hispanic Students Moving Forward: Building Partnerships with Students, Community Leaders and the University," Principal Investigator, April 2013-August 2014, UB Fund for Excellence, \$24,733.

"Community Action Symposium: Summit on Hispanic Students and Higher Education - Proximos Pasos," Co-Principal Investigator, September 2012. UB 21 Catalyst Grant, \$3,000.

"Citizen-Driven Governance in Utah: Strengthening Hispanic's Engagement," Principal Investigator, May 2007-June 2008. Community/University Research Initiative (CURI), \$25,514

"Partnership for Building Institutional Capacity in the Dominican Republic" Principal Investigator, 2004. Association Liaison Office for University Cooperation in Development (ALO)/USAID, \$100,000 for 18 months (2004).

"Building Evaluation Capacity of STEM (Science, Technology, Engineering, and Mathematics) Projects," Co-Principal Investigator, October 2002-September 2003, Blaine Worthen, Principal Investigator. National Science Foundation (NSF), \$500,000.

"Comparative Case Study On The Utilization Of Performance Measures in Utah and Campeche," Principal Investigator, 2002, United States Information Agency, and the Mexican-U.S. Consortium of Public Administration Programs in Universities and Colleges, \$10,000.

"Government Reform in the Dominican Republic," Principal Investigator, 2001, Utah State University's New Faculty Grant, \$12,000.

SELECTED PROFESSIONAL SERVICE

President-Elect, American Society for Public Administration (ASPA), April 2021-

National Academy of Public Administration (NAPA), Expert Advisory Team for the Office of the Inspector General at the Department of Homeland Security, 2020- present

Editorial Board Member, *Public Performance and Management Review (PPMR)*, 1997 – present
Associate Editor, 2022- present

Workshop Co-Chair, Enhancing Public Performance Through Interagency And Cross-Sector Collaboration. 16th Transatlantic Dialogue, Roskilde, Denmark June 9-11, 2022.

External Member, Commission for Academic Review, Centro de Investigación y Docencia Económicas A.C. (CIDE), Mexico 2018- present

Editorial Board, *Public Administration Review*, March 2019-2022

Reader and evaluator Nonprofit Management Scholarship Program for Cuban Citizens, IREX, 2016- 2019

Fulbright Specialist, Municipality of Thessaloniki, Greece, May 7-29, 2017

Commissioner, Governor's Commission on Hispanic Affairs, Maryland, 2013-June 2015

National Steering Committee, EMS-COMPASS, January 2015- December 2016

Reviewer, Fulbright Specialist Program, June 2011- 2014

Fulbright Specialist Roster Candidate, 2014-2020

American Society for Public Administration (ASPA)

Audit Committee, Chair, 2020-2021

Audit Committee, 2019-2020

Awards Committee, Chair, 2019

Senior Scholar, Seventh International Young Scholars Workshop, Patzcuaro, Mexico, (August 2-16, 2018).

Ethics Committee, Chair 2018-2019

Founders' Fellow mentor, 2015, 2018

Governance Committee 2014-2015

Finance Committee 2014-2015

Ethics and Standards Implementation Committee, member, 2013-2018

Publications Committee Chair 2012-2013

Dwight Waldo Award Committee, 2012, 2013

Charles H. Levine Award Committee, 2012

Conference Program Co-Chair (2009 conference)

International Coordinator, 2006- 2007

National Council Member – District V 2004-2007

Social Equity Committee – 2004-2007

Co-Chair Center for Accountability and Performance, 2004-2005

Chair of Steering Group 1, Performance, 2002-03

Co-Chair of the New Publications Committee, 2001-2003
 New publications committee member 2000-2003
 Chair of the 2001 Online National Conference
 Board Member, Center for Accountability and Performance, 2000-present ASPA Classics Editorial Board, 2002- 2005
 Network of Schools of Public Policy, Affairs, and Administration (NASPAA)
 Accreditation Site-visitor
 PhD-to-Faculty Pipeline Project, January 2018-present
 Conference Committee, 2017
 Staats Emerging Scholars Award Committee 2017- 2018
 Distinguished Researcher Award Committee, NASPAA/ASPA, 2012
 Doctoral Education Committee, 2011- 2015
 International Education Committee, 2002-2003
 Executive Board Member, *Journal of Public Administration Research and Theory*, 2004- 2006
 The Inter-American Network for Public Administration Education (INPAE)
 Executive Council, North America Representative 2009- 2014
 Founding member and vice-president, 2004-2006
 Member of the Steering Committee 2002-2003
 Member of the Technical Assistance Committee and the Applied Policy Research Committee, 2001- 2003
 Co-Chair 9th Transatlantic Dialogue, Baltimore, Maryland, June 2013
 Co-Chair 8th Transatlantic Dialogue, Nijmegen, the Netherlands, June 2012
 International Observer, Presidential Election of the Dominican Republic, May 2012
 Advisor for the Inter-American Development Bank and the Government of Chile on the design of a national evaluation agency, 2012
 President, Hispanic Leaders Association, October 2010-October 2012
 Section Editor, *Public Performance and Management Review's* Emerging Issues 2006- 2011
 Managing Editor, *International Review of Public Administration*, April 2010-2014
 External Reviewer. Evaluation of the Master of Public Administration degree, Universidad de Puerto Rico, Recinto Rio Piedras, San Juan, April 26-27, 2004
 Member of the Faculty Advisory Committee for the Sloan-funded project on Citizen-Driven Government Performance: Curricular Design and Dissemination, 2002- 2005
 International Education Associate Editor, *The Journal of Public Affairs Education*, 2005-2008
 Mexican-U.S. Consortium of Public Administration Programs in Universities and Colleges, University of Colorado. Senior Editor Advisor of US-Mexico Comparative Case Studies, 2003-2004.