

## ANNA A. AMIRKHANYAN

Assistant Professor (Tenure Track)  
Department of Public Administration and Policy  
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### AREAS OF SPECIALIZATION

Public Administration Theory and History  
Organization Theory  
Nonprofit Management  
Public Sector Reform and Privatization  
Quantitative and Qualitative Methodology

### CURRENT APPOINTMENT

2005-present **Assistant Professor** – American University  
School of Public Affairs, Department of Public Administration and Policy  
Courses taught:  
1. PUAD 681 Managing Nonprofit Organizations (Sp'06, Sp'07, Sp'08).  
2. PUAD 696 Marketing for Nonprofit Organizations (F'06, F'08).  
3. PUAD 605 Problem Solving for Managers (F'05; Sp'06, F'06, Sp'06, Sp'08).  
4. PUAD 601 Methods of Problem Solving I (F'05, F'06).  
5. PUAD 610 Management Analysis, MPA capstone (Sp'08).

### EDUCATION

2005 **Ph.D. in Public Administration**  
The Maxwell School of Citizenship and Public Affairs, Syracuse University.

2001 **M.S. in Nonprofit Management and Urban Policy**  
Robert J. Milano School of Management and Urban Policy, New School for  
Social Research.

1999 **Doctor of Philosophy**<sup>1</sup>  
Department of Philosophy, Yerevan State University, Armenia.

1998 **B.A. and M.A. in Philosophy**<sup>2</sup>  
Department of Philosophy, Yerevan State University, Armenia.

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<sup>1</sup> Doctor of Philosophy degree received in Armenia and evaluated by the *US World Education Services (WES)* as “Masters at minimum, which can be considered Ph.D. by the academics in the field.” A copy of the evaluation is available upon request.

<sup>2</sup> Graduate five-year education diploma received in Armenia and evaluated by the *US World Education Services (WES)* as “Bachelor’s and Master’s degree.” A copy of the evaluation is available upon request.

## RECENT RESEARCH AND UNIVERSITY PRIZES

- 2008 SPA Faculty Award for Outstanding Teaching in a Full-Time Appointment. School of Public Affairs, American University. (Also nominated for the American University Award for Outstanding Teaching, American University).
- 2007 SPA Award for Outstanding Service to the University Community. (Work on establishing the interdisciplinary certificate in nonprofit management). School of Public Affairs, American University. (Also nominated for the American University Award for Outstanding Service to the University Community, American University).
- 2006 National Association of Schools of Public Affairs and Administration (NASPAA) Annual Dissertation Award (Honorable Mention).

## OTHER AWARDS AND FELLOWSHIPS

- 2006 American University Faculty Research Award.
- 2006 Maxwell School of Citizenship and Public Affairs Dissertation Prize, Syracuse University.
- 2004-2006 Syracuse University Graduate Fellowship, Syracuse University.
- 2002-2004 Summer Graduate Fellowship, Maxwell School of Citizenship and Public Affairs, Department of Public Administration, Syracuse University.
- 2001-2004 Graduate Assistantship and Tuition Scholarship, Maxwell School of Citizenship and Public Affairs; Syracuse University.
- 2001 Maureen Roscelli Memorial Scholarship, New School for Social Research.
- 1999-2001 Edmund S. Muskie Freedom Support Act Graduate Fellowship.
- 1999-2000 Guardia Scholarship, New School for Social Research<sup>3</sup>.
- 1999 Kroc Scholarship, University of Notre Dame.
- 1996-1999 David the Invincible Scholarship, Academic Excellence and Achievements; Yerevan State University.

## PUBLISHED OR FORTHCOMING RESEARCH ARTICLES

1. Amirkhanyan, A. (Forthcoming). Collaborative Performance Measurement: Examining and explaining the prevalence of collaboration in state and local government performance monitoring. *Journal of Public Administration Research and Theory (J-PART)*. (Accepted 10/08, published on Advance Access, doi ; 10.1093/jopart/mun022; <http://jpart.oxfordjournals.org/cgi/reprint/mun022?ijkey=ahqUOeIqWIVm08a&keytyp e=ref> )
2. Amirkhanyan, A.A., Kim, H.J., & Lambright, K.T. (Forthcoming). Faith-based Assumptions about Performance: Does Church-affiliation Matter for Service Quality and Access? *Nonprofit and Voluntary Sector Quarterly (NVSQ)*. (Accepted for publication 04/22/08)

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<sup>3</sup> Scholarship declined to accept Edmund S. Muskie Fellowship

3. Amirkhanyan, A.A. (Forthcoming). Rejecting privatization: Case study analysis of local government decision-making. *The Journal of Public Management and Social Policy (JPMSP)*. (Accepted for publication 03/18/08).
4. Amirkhanyan, A.A. (2008). Privatizing public nursing homes: Examining the effect on quality and access. *Public Administration Review (PAR)*, 68(4), 665-680.
5. Amirkhanyan, A., Kim, J., & Lambright, K. (2008). Does the public sector outperform the nonprofit and for-profit sectors? Evidence from a national panel study on nursing home quality and access. *Journal of Policy Analysis and Management (JPAM)*, 27 (2), 326-353.
6. Amirkhanyan, A.A. (2007). The smart-seller challenge: The determinants of privatizing public nursing homes. *Journal of Public Administration Research and Theory (J-PART)*, 17 (3), 501-527.
7. Amirkhanyan, A.A., Kim, H.J., & Lambright, K.T. (2007). Putting the pieces together: A comprehensive framework for understanding the decision to contract out and contractor performance. *International Journal of Public Administration (IJPA)*, 30, 699-725.
8. Amirkhanyan, A.A., & Wolf, D.A. (2006). Parent care and the stress process: Findings from panel data. *Journals of Gerontology: Social Sciences (JG: SS)*, 61B (5), 248-255.
9. Amirkhanyan, A.A., & Wolf, D.A. (2003). Caregiver stress and noncaregiver stress: Exploring the pathways of psychiatric morbidity. *The Gerontologist (TG)*, 43, 817-827.

#### **ARTICLES UNDER REVIEW**

1. Amirkhanyan, A. "Monitoring across sectors: Examining the effect of nonprofit and forprofit contractor ownership on performance monitoring in state and local government contracts." Under review in *Public Administration Review*. (Submitted 08/2008).

#### **RESEARCH IN PROGRESS**

1. Amirkhanyan, A. "Does Measurement Matter? Examining the Impact of Performance Measurement on the Effectiveness of Contract Management and Implementation."
2. Amirkhanyan, A., Kim, H.J., & Lambright, K.T. "Do Relationships Matter? Comparing the Performance of Relational and Classic Contracts."
3. Amirkhanyan, A., Kim, H.J., & Lambright, K.T. "Fostering Trust and Cooperation: An Empirical Investigation of Relational Contracting Adoption."

4. Amirkhanyan, A. "Collaboration and Performance Measurement: A zero-sum game? Examining the effect of collaboration on the type of performance measurement in state and local government contracts."

## **PAPERS PRESENTED AT CONFERENCES**

Amirkhanyan, A.A., Lambright, K.T., & Kim, H.J. (2008) "Do Relationships Matter? Assessing the Impact of Relationship Design on Contractor Performance." Presented by K. Lambright at the Association for Public Policy Analysis and Management, Fall Conference, Los Angeles, CA, November 2008. (Paper presentation).

Amirkhanyan, A.A., & Nafis Islam (2008). "Monitoring across Sectors: Examining the effect of nonprofit and forprofit ownership on performance monitoring in local government contracts." Presented by N. Islam at the Midwest Political Science Association Annual Meeting. *Chicago, IL* (April 6, 2008). (Paper presentation).

Amirkhanyan, A.A., Lambright, K.T., & Kim, H.J. (2007). "Faith-based Assumptions about Performance: Does Church-affiliation Matter for Service Quality and Access?" Presented by K. Lambright at the Maxwell School Research Seminar, Syracuse University, November 2007.

Amirkhanyan, A. (2007). "Collaboration, ownership, and performance measurement: Understanding their role in effective contract implementation and management in government contracting." Presented by A. Amirkhanyan at the Association for Public Policy Analysis and Management Annual Meeting, Nov. 8-10, 2007, Washington, DC.

Amirkhanyan, A.A. (invited speaker). (2007). "Marketing Your Nonprofit with Little or No Money" presented by A. Amirkhanyan at the *Nonprofit Forum*. October 25, 2007, Washington DC, Organized by Northern Virginia Community Foundation, Arlington Community Foundation, The Women's Center, and Commerce Bank.

Amirkhanyan, A.A., Lambright, K.T., & Kim, H.J. (2006) "Comparing quality and access: A panel data analysis of performance outcomes across three sectors." Presented by A. Amirkhanyan at the Association for Public Policy Analysis and Management, Fall Conference, Madison, WI, Nov. 1-5 (Paper presentation).

Amirkhanyan, A. (2006). "Exploring the Determinants of Nursing Home Privatization" Presented by A. Amirkhanyan at the Midwest Political Science Association Annual Meeting. *Chicago, IL* (April 20-23) . April 21, 2006. (Paper presentation).

Amirkhanyan, A. (2006). Discussant of the session "Those Precious Civil Servants" at the Midwest Political Science Association Annual Meeting. *Chicago, IL* (April 20-23). April 21, 2006.

Amirkhanyan, A. (2005). "The Smart-seller challenge: Exploring the Determinants of

- Nursing Home Privatization" Presented by A. Amirkhanyan at the Gerontological Society of America Annual Meeting. *Orlando, FL* (Nov 18 -22). November 19, 2005. (Paper presentation).
- Amirkhanyan, A. (2005). "What Happens to Quality and Access: Exploring the Consequences of Nursing Home Privatization." Presented by A. Amirkhanyan at the Gerontological Society of America Annual Meeting. *Orlando, FL* (Nov 18 -22). November 19, 2005. (Paper presentation).
- Amirkhanyan, A. (2005). The Smart-seller challenge: The determinants of privatizing public nursing homes." Presented by A. Amirkhanyan at the *National Public Management Research Association bi-annual conference*. USC, Los Angeles, CA (Sep. 29-Oct.1) January 13, 2005 (Paper presentation).
- Amirkhanyan, A. (2005). The determinants and the outcomes of privatizing public nursing homes." Presented by A. Amirkhanyan at the *Brown Bag Lecture Series* of the School of Policy Studies at Queen's University. Kingston, ON (Canada). January 13, 2005 (Paper presentation).  
[http://www.queensu.ca/sps/the\\_policy\\_forum/speakers\\_series/](http://www.queensu.ca/sps/the_policy_forum/speakers_series/)
- Amirkhanyan, A.A., Lambright, K.T., & Kim, H.J. (2004). Putting the pieces together: A comprehensive framework for understanding the decision to contract out and contractor performance (poster session) Association for Public Policy Analysis and Management, Fall Conference, Atlanta, GA, Oct. 28-30.
- Amirkhanyan, A., and D. Wolf (2004). "Parent care and the stress process: Findings from panel Data." Presented by A. Amirkhanyan at the Health and Retirement Study Family Research Conference. Santa Fe, New Mexico, February 27-28, 2004 (Paper presentation).
- Amirkhanyan, A., and D. Wolf (2003). "Panel data estimates of a stress-pathway model" presented by A. Amirkhanyan at the Gerontological Society of America Annual Meeting, December 21-25, San Diego, CA (Paper presentation).
- Amirkhanyan, A., and D. Wolf (2003). "Parent care and the stress process: Findings from panel Data." Gerontological Society of America Special Student Poster Session, December 22, 2003. San Diego, CA (Poster presentation).
- Amirkhanyan, A., and D. Wolf (2002). "Caregiver stress and noncaregiver stress: Exploring the pathways of psychiatric morbidity." Presented by Douglas Wolf at the FAMSUP Meeting, Strasbourg, July 11-12, 2002. (Paper presentation).

**RESEARCH REPORTS WRITTEN IN OTHER LANGUAGES (1995-1998):**

- Amirkhanyan, A. A. (1995). The essence of question. Yerevan: National Academy of Sciences of the Republic of Armenia "Science" publication series (in Armenian).
- Amirkhanyan, Anna (1997). The application of the conceptual apparatus and rules of transformational logic in mathematical logic. Yerevan: National Academy of Sciences of the Republic of Armenia "Science" publication series (in Russian).

Amirkhanyan, Anna (1998). Explication of the notion foundation. Yerevan: National Academy of Sciences of the Republic of Armenia “Science” publication series (in Russian).

Amirkhanyan, Anna (1998). Transformational logic and the logic of natural language. Yerevan: National Academy of Sciences of the Republic of Armenia “Science” publication series (in Russian).

Amirkhanyan, Anna (1998). Transformational logic and the logic of symbolic language. Yerevan: National Academy of Sciences of the Republic of Armenia “Science” publication series (in Russian).

## **PROFESSIONAL SERVICE/ACTIVITIES**

- SPA representative in the Advisory Council for the Nonprofit Management Certificate Program, AU.
- Library Liaison for the Department of Public Administration and Policy, School of Public Affairs, AU.
- Member, Academic Integrity and Grievance Committee, School of Public Affairs, American University (Fall 2006-Spring 2008).
- Reviewer of admission applications for MPA and MPP programs, School of Public Affairs, AU.
- Dissertation committee member for Jean Accius (American University, Ph.D. candidate in Public Administration); and LeAnn Beaty (Northern Illinois University, Ph.D. candidate in Public Administration).
- Referee (reader) for The Journal of Public Administration Research and Theory, State and Local Government Review, The American Review of Public Administration, Journal of Family Psychology, Georgetown University Press (Public Management and Change series), Georgetown University Press (Public Management and Change series).
- Advised the Town Board of Greenwich, Connecticut and the CEO of the Nathaniel Witherell nursing home on the issue of privatizing a 202 bed Town of Greenwich municipally owned nursing facility.
- Conference panel discussant (session “Public Management Under Contracting” ) Association for Public Policy Analysis and Management Annual Meeting, Washington DC, November 9, 2007.
- Conference panel discussant (session “Those Precious Civil Servants”) Midwest Political Science Association, Chicago, IL, April 20-23, 2006.
- Volunteered as a facilitator for the Presidential Management Fellowship Preparatory Workshop. Activities: observed student performance and provided feedback 2005.
- Managing Editor, *Maxwell Review*, Syracuse University. Managing Editor of an Interdisciplinary Peer-Review Journal. (Editorial Board, 2001-2002, 2003-2004, 2004-2005).
- Jury Member, Deloitte Consulting Annual Competition at Maxwell School. 2002. Maxwell School of Citizenship and Public Affairs, Syracuse University.

## **PROFESSIONAL ASSOCIATIONS**

The American Society for Public Administration  
Public Management Research Association  
Association for Public Policy Analysis and Management

## LANGUAGES

Fluent in English, Armenian, and Russian.

## PROFESSIONAL EXPERIENCE

- 2001-2005     **Research Associate** – Center for Policy Research  
Syracuse University, Syracuse, NY  
Using national panel data examined the impact of privatizing public nursing homes. Analyzed literature and developed theoretical framework for understanding the decision to contract out and contractor performance. Studied emotional outcomes of informal parental care using cross-sectional and longitudinal data. Analyzed the process and content of physician care in public nursing homes.
- 2003, 2004     **Teaching Assistant** – Syracuse University, Syracuse, NY  
Graded papers, held office hours, oversaw simulation of the policy-making process, conducted discussion with a small group of 20 students, and assisted with administrative tasks for Public Administration and Democracy, the capstone course for the Master in Public Administration Degree program. (Instructor Rogan Kersh, Ph.D.).
- June 2003     **Research Associate** – to Professor T. Dennison, Syracuse University.  
Funded by T. Franklin Williams, M.D. Foundation  
Assisted in examining the performance of Monroe Community Hospital, Rochester, NY by analyzing its contribution to the residents' quality of life, community service, synergy with other county departments and health care providers in Monroe County.
- 2000, 2001     **Teaching Assistant** – New School for Social Research, New York, NY  
Conducted discussion sessions, held office hours and graded assignments for Quantitative Methods, a core course for the Master of Science in Nonprofit Management and Urban Policy program. (Instructor H. Cordero-Guzman).
- Spring 2001    **Graduate Intern** – Financial Services Volunteer Corps  
SABIT Project, New York, NY. Created the profiles of U.S. banks participating in an exchange training program. Assisted in collection and distribution of training material. Communicated with program speakers and coordinated logistics for participant groups.
- 2000            **Summer Research Intern** -- Health Policy Research Center  
New School for Social Research, New York, NY  
Investigated health and demographic status of elderly population in New York City, using statistical software. Performed study of cancer incidence in New York City in 1997, using statistical software and SPARCS data.
- 1998-1999     **Administrative Assistant** – American University of Armenia  
College of Health Sciences (affiliated with Johns Hopkins University)  
Center for Health Services Research. Assisted in multiple research projects: translated data gathering instruments for the Nationwide Review and Surveillance of Infant Deaths in Armenia. Assisted in focus groups with breastfeeding mothers. Transcribed and translated over 50 notes of interviews and focus groups for Reproductive Health Survey. Acted as a liaison with the Ministry of Health, the Peace Corps, the United Methodists Committee on Relief, and the United Nations.
- 1997-1998     **Instructor** -- Yerevan State University, Armenia  
Taught two upper-division undergraduate level courses Formal Logic and Mathematical Logic.
- 1995-1997     **Junior Researcher** -- National Academy of Sciences of the Republic of Armenia

### Office of Vice President

Collaborated on the "Parliamentary Argumentation" Research Group. Studied the logical structure of foundations in parliamentary argumentation and subsequently published a paper. Routinely performed literature review and reported on the group's theoretical seminars on parliamentary argumentation.

1996-1998 **Human Rights Club Leader** – Euroclub of Armenia, UNIPAX  
NGO, Armenia. Co-organized a TV program on Human Rights. Organized a competition for the best environmental poster and written work among the schoolchildren from 28 schools of Yerevan, Armenia. Represented UNIPAX on the International Follow-up Meeting Youth for Habitat II and Agenda 21, September 14-21, Eskishehir (Turkey).

1994-1995 **Laboratory Researcher** – Armenian Philosophical Academy  
Yerevan State University, Armenia  
Collaborated on the "Parliamentary Argumentation" Research Group. Examined the role of questions and questioning in parliamentary argumentation and subsequently published a paper.

### OTHER TRAINING

- 2007 **Advanced Seminar in Proposal Writing**  
Foundation Center, Washington, D.C. October 18, 2007.
- 2007 **The Eighteenth Annual Ann Ferren Teaching Conference**  
American University, January 12, 2007.
- 2006 **Professional Development Workshop: "Profiling the Nonprofit Sector at the State or Community Level: Research Resources and Approaches,"**  
Academy of Management 2006 Annual Meeting, Atlanta, GA, August 12, 2006.
- 2006 **The Seventeenth Annual Ann Ferren Teaching Conference**  
"Gearing Up for the New Millennial Classroom" American University,  
January 13, 2006.
- 2005 **Professional Development Workshop: "Nonprofit Management Education: Required Course or OFF course?"** Hudson Institute, Bradley Center for Philanthropy and Civic Renewal, Sep.13.
- 2004 **RAND Summer Institute**  
MiniMedical School for Social Scientists and Demography, Economics and Epidemiology of Aging, RAND, Santa Monica, CA (July 7-10, 2004).
- 2001 **UK Coursework**  
"International Management: The Private, Nonprofit and Public Sectors"  
University of Cambridge and National Council for Voluntary Organizations;  
in collaboration with the New School University.
- 1999 **Workshop for Public Policy and Administration**  
Special Program on 1999 Edmund S. Muskie and Freedom Support Act;  
Center for International Development Research, Duke University, Durham, NC.