

Anna A. Amirkhanyan

Curriculum Vitae

Contacts

Department of Public Administration & Policy
School of Public Affairs, American University
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Research Interests

Public administration theory and history; organization theory; nonprofit management; public sector reforms, collaboration, public-private comparisons; performance, performance measurement, monitoring, accountability; managerial decision-making on service design and implementation; quantitative and qualitative methodology.

Education

- Ph.D. Public Administration. The Maxwell School of Citizenship and Public Affairs, Syracuse University, 2005.
Dissertation: "The Smart-seller Challenge: The Determinants and the Outcomes of Privatizing Public Nursing Homes".
Committee: Douglas Wolf (chair), Stuart Bretschneider, Thomas Dennison, Rosemary O'Leary and Alasdair Roberts.
- M.S. Nonprofit Management and Urban Policy. Robert J. Milano School of Management and Urban Policy, New School University, 2001.
- D.Ph. Philosophy. Yerevan State University, Armenia, 1999¹.
- B.A., M.A. Philosophy. Yerevan State University, Armenia, 1998².

Recent Academic Appointments

- 2005- Assistant Professor, Department of Public Administration and Policy, School of Public Affairs, American University.
- 2001-2005 Doctoral Research Associate, Center for Policy Research, Syracuse University.

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

² Five-year graduate education diploma received in Armenia and evaluated by the *US World Education Services* as "Bachelor's and Master's degree." A copy of the evaluation is available upon request.

Refereed Journal Articles

- Amirkhanyan, A., Kim, H.J., & Lambright, K. T. (in press). Closer than “Arms Length”: Understanding the Factors Influencing the Development of Collaborative Contracting Relationships. Forthcoming in *The American Review of Public Administration* (accepted 02/ 2011).
- Amirkhanyan, A. (2010). Monitoring across sectors: Examining the effect of nonprofit and forprofit contractor ownership on performance monitoring in state and local government contracts. *Public Administration Review*, 70(5), 742-755.
- Wolf, D.A., & Amirkhanyan, A. (2010). Demographic Change and Its Public Sector Consequences. *Public Administration Review*, Special Issue Symposium (peer-reviewed), 70(S1), S12-S23.
- Amirkhanyan, A., Kim, H.J., & Lambright, K.T. (2010). Do Relationships Matter? Comparing the Performance of Relational and Classic Contracts. *Public Performance & Management Review*, 34 (2), 189-220.
- Amirkhanyan, A. (2009). Collaborative Performance Measurement: Examining and explaining the prevalence of collaboration in state and local government performance monitoring. *Journal of Public Administration Research and Theory*, 19(3), 523-554.
- Amirkhanyan, A.A., Kim, H.J., & Lambright, K.T. (2009). Faith-based Assumptions about Performance: Does Church-affiliation Matter for Service Quality and Access? *Nonprofit and Voluntary Sector Quarterly*, 38(3), 490-521.
- Amirkhanyan, A.A. (2009). Rejecting privatization: Case study analysis of local government decision-making. *The Journal of Public Management and Social Policy*, 15(1), 163-192.
- Amirkhanyan, A.A. (2008). Privatizing public nursing homes: Examining the effect on quality and access. *Public Administration Review*, 68(4), 665-680.
- 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*, 27(2), 326-353.
- Amirkhanyan, A.A. (2007). The smart-seller challenge: The determinants of privatizing public nursing homes. *Journal of Public Administration Research and Theory*, 17 (3), 501-527.
- 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*, 30, 699-725.

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.

Amirkhanyan, A.A., & Wolf, D.A. (2003). Caregiver stress and noncaregiver stress: Exploring the pathways of psychiatric morbidity. *The Gerontologist*, 43, 817-827.

Articles under Review

Amirkhanyan, A. Does Measurement Matter? Examining the Influence of Performance Measurement on the Effectiveness of Contract Management and Implementation. *Revise and resubmit, Public Performance & Management Review.*

Research in Progress

Amirkhanyan, A., Kim, H.J., & Lambright, K.T. "The Head Start contracts in Ohio: Examining the effect of performance determinants on multiple measures of child care effectiveness."

Amirkhanyan, A, Kim, H.J., & Lambright, K.T. "Relationships, collaboration, trust, and accountability: addressing the conceptual ambiguity in the field of government contracting."

Meier, K., O'Toole, L., Amirkhanyan, A. Nursing home administrators' survey of management and performance. A mail-in survey to be administered during the summer of 2011. Several projects are expected to result from this data collection effort, focusing on the comparative cross-sector analysis of management practices and performance.

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."

Honors and Awards

American University Faculty Research Award (\$5,000) with A. Jacknowitz, 2009-2010.

School of Public Affairs Award for Outstanding Teaching. American University, 2008.

School of Public Affairs Award for Outstanding Service to the University Community, 2007. (Work on the Graduate Certificate Program in Nonprofit Management).

National Association of Schools of Public Affairs and Administration (NASPAA) Annual Dissertation Award, Honorable Mention, 2006.

American University Faculty Research Award (\$4,500), 2006-2007.

Maxwell School of Citizenship and Public Affairs Dissertation Prize, 2005.

Syracuse University Dissertation Prize, 2005.

Syracuse University Graduate Fellowship, 2004-2005.

Graduate Assistantship and Tuition Scholarship, Syracuse University, 2001-2004.

Maureen Roscelli Memorial Scholarship, New School University, 2001.

Edmund S. Muskie Freedom Support Act Graduate Fellowship, 1999-2001.
 LaGuardia Scholarship, New School for Social Research, 1999-2000.
 Kroc Scholarship, University of Notre Dame³, 1999.
 David the Invincible Scholarship for Academic Excellence and Achievements, Yerevan State University, 1996-1999.

Conference Presentations and Invited Talks

- Amirkhanyan, A. (2011). "Does Measurement Matter? Examining the Influence of Performance Measurement on the Effectiveness of Contract Management and Implementation." Public Management Research Association Conference, 2011. (Paper presentation, presented by Anna Amirkhanyan).
- Wolf, D.A., & Amirkhanyan, A. (2011) "Demographic Change and Its Public Sector Consequences." American Society for Public Administration Annual Conference, March 13, 2011. Washington, DC. Panel "The Future of Public Administration 2020." (Paper presentation).
- Amirkhanyan, A., Kim, H.J., & Lambright, K.T. (2010). "The Head Start contracts in Ohio: Examining the effect of performance determinants on multiple measures of child care effectiveness." Association for Public Policy Analysis and Management Fall Conference, Boston, MA, November 2010. (Paper presentation).
- Wolf, D.A., & Amirkhanyan, A. (2010) "Demographic Change and Its Public Sector Consequences". Invited talk at Campbell University, NC Public Administration speaker series; 148 attendees.
- Amirkhanyan, A.A. (2010). Invited presentation to a group of Danish government employees participating in the Danish Public Executive Program at American University co-organized with the Copenhagen Business School.
- Amirkhanyan, A., Kim, H.J., & Lambright, K.T. (2010). "The Head Start contracts in Ohio: Examining the effect of performance determinants on multiple measures of child care effectiveness." Presented at the Korean Association for Policy Studies Fall Conference November 15, 2010. (Paper presentation).
- Amirkhanyan, A.A. (2009). Invited presentation to a group of Danish government employees participating in the Danish Public Executive Program at American University co-organized with the Copenhagen Business School.
- Amirkhanyan, A.A. (2009). Invited presentation on nonprofit management and fundraising to a group of NGO representatives from Eastern Europe, organized by the *AU Center for Democracy and Election Management* and the *League of Women Voters*.
- Amirkhanyan, A., Kim, H.J., & Lambright, K.T. (2009) "An Empirical Investigation of Relational Contracting Adoption". Association for Public Policy Analysis and Management, Fall Conference, Washington, DC, November 2009. (Paper presentation).

³ This scholarship was declined to accept the Edmund S. Muskie Fellowship.

- Amirkhanyan, A., Kim, H.J., & Lambright, K. T. (2009) "Closer than "Arms Length": Understanding the Factors Influencing the Development of Collaborative Contracting Relationships." Public Management Research Association Conference, September 2009 (Paper presentation, presented by co-author Kristina Lambright).
- Amirkhanyan, A.A., Lambright, K.T., & Kim, H.J. (2008) "Do Relationships Matter? Assessing the Impact of Relationship Design on Contractor Performance." 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." 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?" Invited talk 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." Association for Public Policy Analysis and Management Annual Meeting, Nov. 8-10, 2007, Washington, DC.
- Amirkhanyan, A.A. (2007). Invited presentation: "Marketing Your Nonprofit with Little or No Money" 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." 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" Midwest Political Science Association Annual Meeting. *Chicago, IL* (April 20-23). April 21, 2006. (Paper presentation).
- Amirkhanyan, A. (2005). "The Smart-seller challenge: Exploring the Determinants of Nursing Home Privatization." 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." 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." *Public Management Research 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." *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/
- 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 presentation at the 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." 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." 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." FAMSUP Meeting, Strasbourg, July 11-12, 2002. (Paper presentation).

Non-refereed Published Research (1995-1998, in foreign language)

- Amirkhanyan, Anna (1998). "Transformational logic and the logic of symbolic language". Yerevan: National Academy of Sciences of the Republic of Armenia "Science" 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" series (in Russian).
- Amirkhanyan, Anna (1998). "Explication of the notion of foundation". Yerevan: National Academy of Sciences of the Republic of Armenia "Science" series (in Russian).
- Amirkhanyan, Anna (1997). "Application of the conceptual apparatus and the rules of transformational logic to mathematical logic". Yerevan: National Academy of Sciences of the Republic of Armenia "Science" series (in Russian).
- Amirkhanyan, A. A. (1995). "The essence of the question". Yerevan: National Academy of Sciences of the Republic of Armenia "Science" series (in Armenian).

Courses Taught at American University "S" = Spring; "F" = Fall.

The Master of Public Administration (MPA) and Master of Public Policy (MPP) courses:

1. PUAD 610 Management Analysis, the MPA Capstone
Taught: S 2008, S 2010 (2 sections), S 2011 (2 sections)
2. PUAD 681 Managing Nonprofit Organizations
Taught: S 2006, S 2007, S 2008, S 2009

3. PUAD 683 Marketing for Nonprofit Organizations
Taught: F 2006, F 2008, F 2009, F 2010
4. PUAD 605 Problem Solving for Managers (MPA quantitative methods)
Taught: F 2005, S 2006, F 2006, S 2007, S 2008, F 2009, F 2010
5. PUAD 601 Methods of Problem Solving I (MPP quantitative methods)
Taught: Fall 2005, Fall 2006

Independent Studies with PhD students: 1

1. PUAD 690 Contracting with Nonprofit Organizations
Taught: F 2010

Service to the Broader Academic Community

Public Management Research Association Board Member, 2011-

Editorial Board Member and Manuscript Referee

The Journal of Public Administration Research and Theory, *Editorial Board Member*; Public Administration Review; The Journal of Policy Analysis and Management; The American Review of Public Administration; State and Local Government Review; The International Journal of Public Administration; Georgetown University Press (*Public Management and Change Series*); Public Performance & Management Review; Journal of Family Psychology.

Professional Association Membership

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

Other Service

Beryl Radin Award Committee, Journal of Public Administration Research and Theory, 2011.
Reviewer for a special symposium issue of the *Journal of Public Administration Research and Theory* on the Minnowbrook III conference.
Co-organized conference panels (APPAM 2008, 2009, 2010).
Conference panel discussant (APPAM, 2007, 2009, 2010; Midwest Political Science Association Annual Meeting, 2006).

Service to the University

Dissertation Committee member (4 students), 2005-.
PhD Comprehensive exam grader (3 students), 2005-.
PhD Qualifier Committee member (2 students), 2005-.
PhD Award Committee member (6 students), 2005-.
PhD dissertation defense convener (5 students), 2005-.
Portfolio Project/Thesis Committee member (2 non-SPA students), 2005-.
Academic advisor, nonprofit management concentration and certificate, 2005-.
MPA Curriculum Review Committee member, 2011-.

Departmental Search Committee member (3 positions), 2009, 2010.
 American University Institutional Review Board (IRB) Member, 2009-2010.
 Coordinator of Student Exit Surveys, MPA and MPP programs, 2009-
 Academic Integrity and Grievance Committee member, American Univ., 2006-2009.
 Nonprofit Management Certificate Advisory Council member, American Univ., 2006-
 Masters in Social Enterprise Evaluation Committee member, American Univ., 2009.
 MPA and MPP admissions evaluator, School of Public Affairs, AU. 2007-
 Edmund S. Muskie Fellowship Program advisor, School of Public Affairs, AU 2010-
 Departmental Library Liaison, American University, 2005-2008.
 Presidential Management Fellowship Preparatory Workshop facilitator, 2005.
 Presenter, Anne Ferren Teaching Conference American University, 2010.
 Foreign Student Networking Reception facilitator, Dept. of PA & Policy, 2006, 2007.
 Panel speaker, Greenberg Seminar for PhD Students, American University, 2006.
 Jury Member, Deloitte Consulting Annual Competition at Syracuse University, 2002.
 Managing Editor, Editorial board member, *Maxwell Review*, Syracuse Univ., 2001-2005.

Selected Service to the Practitioner Community

Advised the Town Board of Greenwich city, CT on the privatization of its 200-bed
 municipal nursing facility.
 Advised Archbishop K. Barsamian, the Primate of the Eastern Diocese of the Armenian
 Church of America on various organizational management matters; conducted staff
 survey; organized training on Strategic Planning at the Annual Clergy Conference;
 served on the Armenian Women's Guild Advisory Committee; advised on the hiring of
 the Diocesan Executive Director.

Selected Professional Experience

Teaching Assistant, MPA Capstone, Syracuse University, 2003-2004.
 Research Associate, Prof. T. Dennison, funded by T. F Williams Foundation, SU, 2003-
 Teaching Assistant, Quantitative Methods (grad.), New School Univ., 2000-2001.
 Research Intern, Health Policy Research Center, New School Univ., 2001.
 Graduate Intern, Financial Services Volunteer Corps, SABIT Project, New York, 2001.
 Instructor, Yerevan State Univ., taught formal and mathematical logic, 1997-1998.
 Junior Researcher. National Academy of Sciences of the Republic of Armenia, Office of
 Vice President. Parliamentary Argumentation Project, 1995-1997.
 Human Rights Club Leader, Euroclub of Armenia, UNIPAX, 1996-1998.
 Laboratory Researcher, Armenian Philosophical Academy, 1994-1995.

Additional Training

Advanced Seminar in Proposal Writing. Foundation Center, 2007.
 Annual Ann Ferren Teaching Conference. American University, 2006-2010.

Professional Development Workshop, “Profiling the Nonprofit Sector at the State or Community Level: Research Resources and Approaches,” Academy of Management Annual Meeting, Atlanta, GA, 2006.

Professional Development Workshop, “Nonprofit Management Education: Required Course or OFF course?” Hudson Institute and Bradley Center for Philanthrop, 2005.

RAND Summer Institute. Mini-Medical School for Social Scientists and Demography, Economics and Epidemiology of Aging, RAND, 2004.

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, 2001.

Workshop for Public Policy and Administration. Special Program for Edmund S. Muskie fellows at the Center for International Development Research, Duke Univ., 1999.

Languages

English, Armenian and Russian.