



**G A O**

Accountability \* Integrity \* Reliability

**Comptroller General  
of the United States**

**United States Government Accountability Office  
Washington, DC 20548**

April 3, 2013

Roger W. Jones Award for Executive Leadership  
SPA: Public Administration  
4400 Massachusetts Avenue, NW  
Washington, DC 20016-8070

To the Roger W. Jones Selection Committee:

I highly recommend Dr. Nancy Kingsbury for your consideration as the U.S. Government Accountability Office's (GAO) nominee for the 2013 Roger W. Jones Award. I have worked closely with Nancy for many years. I cannot speak highly enough about her many important contributions to GAO's work on behalf of Congress and the nation. Nancy has demonstrated outstanding leadership abilities and a strong commitment to mentoring the next generation of leaders in government.

Since 2000, she has headed GAO's Applied Research and Methodology (ARM) team. An office that centralizes diverse expertise, ARM has about 170 employees, including economists, statisticians, social scientists, and professionals from the scientific and engineering fields. ARM routinely provides a wide variety of high-quality technical support, such as cost and data analyses, and assistance with engagement and survey design. The efforts of Dr. Kingsbury's staff lend authority and credibility to GAO reports and have helped earn our agency a reputation for methodological excellence.

Over the years, Dr. Kingsbury has led efforts to build up the expertise within ARM and has successfully introduced cultural change within GAO that has led to widespread understanding and acceptance of ARM's unique abilities. Today, staff from across GAO routinely seeks out ARM's advice on research and design issues. In fact, ARM now provides input into roughly four out of every five GAO products—from reports to Congress on a wide range of programmatic issues to specialized resources, such as GAO's cost estimating and assessment guide, designed to help federal managers do their jobs more efficiently and effectively.

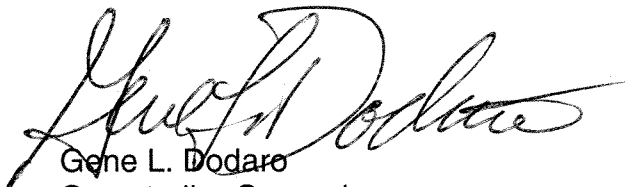
Prior to heading ARM, Nancy served in a number of executive posts at GAO, such as Assistant Comptroller General in charge of directing studies on government-wide management issues. Before joining GAO in 1984, she also held positions at other federal agencies, including the Peace Corps and the former Civil Service Commission.

During her more than 43 years of public service, Nancy has also gone out of her way to mentor the next generation of leaders both at GAO and other federal agencies. Among other things, she has served as adjunct faculty at American University's School of Public Affairs, teaching in the Key Executive Program for federal employees and instructing public policy students on evaluative principles. Within GAO, she routinely meets with new employees to share her deep understanding of the agency's culture, operations, and structure.

Nancy is someone I have the deepest respect and admiration for – professionally and personally. Her trailblazing career in government is nothing less than inspiring. Nancy truly represents the best in public service. It is a pleasure to put forward her nomination for this award.

Please feel free to contact me should you need any further information about this nomination.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Gene L. Dodaro". The signature is fluid and cursive, with a large initial "G" and "D".

Gene L. Dodaro  
Comptroller General  
of the United States

Enclosure