

Anna A. Amirkhanyan

Curriculum Vitae

Contacts

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

Public management; performance; contracting; citizen participation; collaboration; public-private partnerships; history of public administration; quantitative and qualitative methodology.

Education

- 2005 PhD in Public Administration. The Maxwell School of Citizenship and Public Affairs, Syracuse University.
 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.
- 2001 M.S. in Nonprofit Management and Urban Policy. Robert J. Milano School of Management and Urban Policy, New School University, 2001.
- 1999 D.Ph. in Philosophy. Yerevan State University, Armenia.¹
- 1998 B.A., M.A. in Philosophy. Yerevan State University, Armenia.²

Recent Academic Appointments

- 2012- Associate Professor, School of Public Affairs (SPA), American University.
- 2015- PhD Program Coordinator, SPA, American University.
- 2011-2013 MPA Program Director, SPA, American University.
- 2005-2012 Assistant Professor, SPA, American University.
- 2001-2005 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 Masters degree.” A copy of the evaluation is available upon request.

Books

Amirkhanyan, A.A. & Lambright, K. (2017). *Citizen Participation in the Age of Contracting: When Service Delivery Trumps Democracy*. New York, NY: Routledge Press, Taylor & Francis Group.

Book Review

Brunjes, Benjamin M. (2018). Bolstering Democracy or Illustrating Performance? Contracting Out Public Participation. *Journal of Public Administration Research and Theory*. Published online 11/5/18: <https://doi.org/10.1093/jopart/muy066>

Refereed Journal Articles and Book Chapters

Amirkhanyan, A., Cheon, O., Davis, J., Meier, K., and F. Wang (Forthcoming). Citizen Participation and Its Impact on Performance in U.S. Nursing Homes. In *American Review of Public Administration* (Accepted 4/18).

Amirkhanyan, A., Meier, K., Holt, S., & McCrea, A. (2019). Diversity Management and Performance in U.S. Nursing Homes. *Public Administration Review*, 79 (1), 69-81.

Amirkhanyan, A., Jacknowitz, A., Satoh, A., Hatch, M. (2019). Exploring the Challenges and Coping Strategies in Households Relying on SNAP and Food Pantries. *Journal of Hunger and Environmental Nutrition*. 14 (1-2), 281–295.

Amirkhanyan, A., Meier, K., O’Toole, L., Dahwe, M. & Janzen, S. (2018). Management and Performance in U.S. Nursing Homes. *The Journal of Public Administration Research and Theory*, 28 (1), 33-49.

Amirkhanyan, A., Meier, K., O’Toole, L.J. (2017). Managing in the Regulatory Thicket: Nursing Homes and Regulatory Competence. *Public Administration Review*, 77 (3), 381–394.

Amirkhanyan, A., Kim, H.J., & Lambright, K.T. (2014). The Performance Puzzle: Understanding the Factors Influencing Alternative Dimensions of Performance. *Journal of Public Administration Research and Theory*, 24 (1), 1-34.

Amirkhanyan, A. & Pettijohn, S. (2012) “Non-profit Perspectives on Partnerships” In: *Rethinking Public-Private Partnerships; Strategic Approaches in Turbulent Times*. (eds. Carsten Greve and Graeme Hodge). London: Routledge Books.

Amirkhanyan, A., Kim, H.J., & Lambright, K. T. (2012). Closer than “Arm’s Length”: Understanding the Factors Influencing the Development of Collaborative Contracting Relationships. *The American Review of Public Administration*, 42 (3), 341-366.

- Amirkhanyan, A. (2011). What is the Effect of Performance Measurement on Perceived Accountability Effectiveness in State and Local Government Contracts? *Public Performance & Management Review*, 35 (2), 303-339.
- Amirkhanyan, A. (2010). Monitoring across sectors: Examining the effect of nonprofit and for-profit 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. ³
- 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. ⁴
- 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. ⁵
- 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

³ Media Coverage: The Frederick News Post. <http://goo.gl/Opgc7U>, Adirondack Daily Enterprise. <http://goo.gl/xkuAQR>, Stanford Social Innovation Review. <http://goo.gl/Cggfx0>

⁴ Media Coverage: Chicago Tribune. <http://goo.gl/3nKtTa>

⁵ Media Coverage: Youth Today. <http://goo.gl/JoZhmN>

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.

Other Reports and Academic Papers

Anna Amirkhanyan, Alison Jacknowitz, Jane Palmer, Michael Hatch, Whitney Hoft, Fata Karva, and Clinton Silvey. (2015). SNAP/Charitable Food Assistance Study. Report prepared and funded by *Feeding America*.

Anna Amirkhanyan (2018). Studying Active Citizenship as an Element of Democratic Governance. Minnowbrook 50th Anniversary Conference Concept Paper. Available at www.maxwell.syr.edu/uploadedFiles/conferences/minnowbrook/papers/anna-amirkhanyan-studying-active-citizenship-as-an-element-of-democratic-governance.pdf.

Articles under Review and in Preparation for Submission

Amirkhanyan, A., An, Seung-Ho, Hawks, B., & Meier, K., Learning on the Job: The Impact of Managerial Longevity and Management on Nursing Home Performance. R&R in *Administration and Society* (R&R received 8/2018).

Song, Miyeon, Meier, K., Amirkhanyan, A. Goal Ambiguity and Performance in US Nursing Homes. Under review in *Public Administration Review* (submitted 2/23/19).

Hatch, M., Yurman, R., Johnston, J., & Amirkhanyan, A. Barber Shops, Salons, and Spas: The Complexity – and Simplicity – Of Implementing Outreach and Enrollment Contracts under The Affordable Care Act. Under review in *Journal of Public Management and Social Policy* (submitted 01/19).

Amirkhanyan, A., & Lambright, K. Citizen Engagement in Health and Human Service Contracts: From Motives to Actions. In preparation for submission to *Public Administration Review*.

Amirkhanyan, A., Jacknowitz, A., Palmer, J., Satoh, A., Hatch, M. Combining SNAP and Community Food Assistance: A Mixed Methods Study. In preparation for submission to *The Journal of Nutrition*.

Wang, F., Amirkhanyan, A., Meier, K., and J. Davis (2017). The effect of the National

Background Check Program on Performance in U.S. Nursing Homes. In progress.

Amirkhanyan, A., Meier, K., & Hawks, B. (2017). Determinants of Regulation Legitimacy across Sectors in U.S. Nursing Homes. In progress.

Selected Popular Writing and Press

Lambricht, K and A. Amirkhanyan (January, 2019). 3 ways to make your voice heard besides protesting. *The Conversation*. <https://theconversation.com/3-ways-to-make-your-voice-heard-besides-protesting-107933>.

Amirkhanyan, A. and K. Lambricht (2018). We Have Protested, Now What? WAMC Northeast Public Radio. The Academic Minute. Available at: <https://academicminute.org/2018/08/anna-amirkhanyan-american-university-we-have-protested-now-what/>.

Frederick News Post, “Should Frederick County keep its nursing homes?” (2013) by Bethany Rodgers. Available at: https://www.fredericknewspost.com/news/crime_and_justice/courts/should-frederick-county-keep-its-nursing-homes/article_039ce5a4-6c07-517d-946b-c4ed6b7b1a4f.html

Chicago Tribune, “Lake County-run nursing homes becoming a luxury” (2011) by John Keilman and Amy Alderman. Available at: <https://www.chicagotribune.com/lifestyles/health/ct-met-county-nursing-homes-20110705-story.html>.

Youth today, “Wall Street’s Losses: What Should Nonprofits Do?” (2008) by Lisa Palmer. Available at: https://whedco.org/wp-content/uploads/2016/09/11.01.2008_Youth-Today_Wall-Street-Losses_What-Should-Nonprofits-Do.pdf.

Funding

Feeding America, Charitable Food Assistance Study (\$10,000), Summer 2016. Co-authored with Alison Jacknowitz.

Feeding America, Charitable Food Assistance Study (\$150,000), 2014-2015. Co-authored with Alison Jacknowitz and Jane Palmer.

American University School of Public Affairs Scholar Program (\$5,000) for research on contracting and public participation, 2013-.

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

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

Honors and Awards

School of Public Affairs Award for Outstanding Teaching. American University, 2018.

School of Public Affairs Pioneer Award. American University, 2017.

Robert Cleary Award for Excellence in Public Affairs Research for co-authoring “The Performance Puzzle: Understanding the Factors Influencing Alternative Dimensions and Views of Performance” published in the *Journal of Public*

Administration Research and Theory (January 2014). School of Public Affairs, 2015. (\$5000 Prize).

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.

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.

David the Invincible Scholarship for Academic Excellence and Achievements, Yerevan State University, 1996-1999.

Conference Presentations and Invited Talks

Wang, F., Davis, J., Amirkhanyan, A., Meier, K. (2019). The Impact of the CMS National Background Check Program on Performance in US Nursing Homes. American Society for Public Administration Annual Conference, March 2019, Washington, DC. (Paper presentation, presented by Fei Wang).

Amirkhanyan, A., Cheon, O., Davis, J., Meier, K., and F. Wang (2018). Citizen Participation and Its Impact on Performance in U.S. Nursing Homes. Association for Public Policy Analysis and Management Annual Meeting, November 2018, Washington, DC. (Paper presentation, presented by Ohbet Cheon).

Song, Miyeon, Meier, K., Amirkhanyan, A. (2018). Goal Ambiguity and Performance in US Nursing Homes. Association for Public Policy Analysis and Management Annual Meeting, November 2018, Washington, DC. (Paper presentation, presented by Song, Miyeon).

Amirkhanyan, A. (2018). The 50th Anniversary of Minnowbrook Conference. One of 50 invited participants, and author of “Studying Active Citizenship as an Element of Democratic Governance” conference concept paper. Minnowbrook, NY, August 2018.

Amirkhanyan, A., Lambright, K. (2017). Citizen Engagement in the Age of Contracting: Exploring Citizens’ Feedback and Its Use by Public and Private Agencies. Public Management Research Association Conference, June 2017, Washington, DC (Paper presentation, presented by Lambright, K.).

Amirkhanyan, A., Meier, K., Holt, S., & McCrea, A. (2017). Diversity Management and Performance in U.S. Nursing Homes. Public Management Research Association Conference, June 2017, Washington, DC (Paper presentation, presented by McCrea, A).

Amirkhanyan, A., An, Seung-Ho, Hawks, B., & Meier, K. (2017). Learning on the Job: The Impact of Managerial Longevity and Management on Nursing Home Performance. Association for Public Policy Analysis and Management Annual

- Meeting, November 2017, Chicago, IL. (Paper presentation, presented by An, Seung-Ho).
- Amirkhanyan, A & K. Lambright. (2016). Citizen Participation in the Context of Government Contracting in the U.S. Invited talk (presented by A. Amirkhanyan) as a part of Management and Good Governance Program, hosted by the University of Maryland School of Public Policy.
- Amirkhanyan, A., Johnston, J., Hatch, M. & Yurman, R. (2016) Implementing the Affordable Care Act: Examining Outreach and Navigation Contracting in State-Based Exchanges. Association for Public Policy Analysis and Management Annual Meeting, November 2016, Washington, DC. (Paper Presentation, presented by Michael Hatch).
- Amirkhanyan, A., Johnston, J., Hatch, M. & Yurman, R. (2016) Implementing the Affordable Care Act: Examining Outreach and Navigation Contracting in State-Based Exchanges. American Political Science Association, September 2016, Philadelphia, PA. (Paper presentation, presented by Jocelyn Johnston).
- Amirkhanyan, A., Johnston, J., Hatch, M. & Yurman, R. (2016) Implementing the Affordable Care Act: Examining Outreach and Navigation Contracting in State-Based Exchanges. Midwestern Political Science Association, April 2016, Chicago, IL. (Paper presentation, presented by Rebecca Yurman).
- Amirkhanyan, A., & Lambright, K. T. (2015) Why Share Power? Exploring the Motives for Creating Opportunities for Citizen Participation in Local Health and Human Service Contracts. Association for Public Policy Analysis and Management Annual Meeting, November 2015, Miami, FL. (Paper presentation, presented by Anna Amirkhanyan).
- Amirkhanyan, A., Jacknowitz, A., Palmer, J., Satoh, A., Hatch, M. (2015) Combining SNAP and Community Food Assistance: A Mixed Methods Study. Association for Public Policy Analysis and Management Annual Meeting, November 2015, Miami, FL. (Paper presentation, presented by Alison Jacknowitz).
- Amirkhanyan, A., & O'Toole, Jr. Laurence J., (2015) Exploring the Impact of Managerial Perceptions of Regulation: The Case of Nursing Homes. Public Management Research Association Conference, June 2015, Minneapolis, MN. (Paper presentation, presented by Laurence O'Toole).
- Amirkhanyan, A., & Lambright, K. T. (2015) Why Share Power? Exploring the Motives for Creating Opportunities for Citizen Participation in Local Health and Human Service Contracts. Public Management Research Association Conference, June 2015, Minneapolis, MN. (Paper presentation, presented by Anna Amirkhanyan).
- Amirkhanyan, A., & O'Toole, Jr. Laurence J., (2015) Exploring the Impact of Managerial Perceptions of Regulation: The Case of Nursing Homes. Public Management Research Association Conference, June 2015, Minneapolis, MN. (Paper presentation, presented by Laurence O'Toole).
- Amirkhanyan, A., Meier, Kenneth J., O'Toole, Jr. Laurence J., Dakhwe, Mueen A., and Shawn Janzen. (2014). Examining Perceptual and Archival Measures of Performance in the Context of Nursing Home Care. Association for Public Policy Analysis and Management Fall Conference, Albuquerque, NM, November 6-8, 2014. (Paper presentation by Amirkhanyan). *Paper included in the APPAM Conference Online Paper Collection.*

- Amirkhanyan, A., Kim, H.J., & Lambright, K. T. (2013). Beyond Service Delivery: Exploring the Contractors' Stewardship Role in Health and Human Service Contracts. Association for Public Policy Analysis and Management Fall Conference, Washington DC, November 2013. (Paper presentation by Amirkhanyan).
- Amirkhanyan, A., Kim, H.J., & Lambright, K. T. (2013) Beyond Service Delivery: Exploring the Contractors' Stewardship Role in Health and Human Service Contracts. Public Management Research Association Conference, June 2013, Madison, WI. (Paper presentation, presented by Anna Amirkhanyan).
- 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).
- Wolf, D.A., & Amirkhanyan, A. (2011) "Demographic Change and Its Public Sector Consequences". Invited talk at Campbell University, NC Public Administration speaker series; 148 attendees.
- 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).
- 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).

- 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 by Anna Amirkhanyan).
- 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, by Anna Amirkhanyan).
- 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 by Anna Amirkhanyan).
- 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 by D. Wolf).

TEACHING at American University (2005-2019)

MPA and MPP courses

1. PUAD 610 The Capstone for Public Administration
2. PUAD 605 Quantitative Methods for Public Managers
3. PUAD 681 Managing Nonprofit Organizations
4. PUAD 683 Marketing for Nonprofit Organizations
5. PUAD 601 Methods of Problem Solving I (MPP quantitative methods)

Independent Studies with PhD/MPA students

1. PUAD 690 Contracting with Nonprofit Organizations
2. PUAD 683 Marketing for Nonprofit Organizations
3. PUAD 690 Performance Measurement in Community Police Relations
4. PUAD 790 Public Sector Performance

Service to the Broader Academic Community

Public Management Research Association (PMRA) and J-PART

Member, PMRA Board of Directors, 2011-2015.

J-PRT, Editorial Board, 2014-.

Member, 2019 PMRA Conference Program Committee, 2018-2019.

Member, 2018 PMRA Conference Advisory Board, 2017-2018.
 Chair, 2017 PMRA Conference Program Committee. Member
 2017 PMRA Conference Site Selection Committee member, 2013-2014.
 PMRA's George Frederickson Award Review Committee member, 2013-2014.
 Beryl Radin Best Paper Award Committee, J-PART, 2011.

American Society for Public Administration (ASPA) and PAR

PAR, Editorial Board, 2012-2015.
 PAR Best Book Review Award Committee member, 2013-2014.
 Selection Committee Member for 75 Most Influential Articles in PAR, 2013.
 Member, ASPA National Capital Area Chapter, Board of Directors, 2012-2014.
 Managing Editor, ASPA NCAC Newsletter, 2012-2013.

Association for Public Policy Analysis and Management (APPAM)

Proposal Reviewer, 2018 APPAM Annual Meeting, Fall 2018.
 Mentor, APPAM Mentor Match Program, 2018-2019.
 Advisory Board Member, The PhD APPAM Annual Conference. 2016-.
 Co-organized conference panels (APPAM 2008, 2009, 2010, 2019).

Minnowbrook Conference

Member, Advisory Board, Minnowbrook at 50, 2017-18.
 Reviewer for a special symposium issue of the Journal of Public Administration
 Research and Theory on the Minnowbrook III conference, 2008.

Manuscript Referee

Reviewer: Public Administration Review; The Journal of Public Administration
 Research and Theory; 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 (National Capital Area Chapter
 Board Member).
 Public Management Research Association
 Association for Public Policy Analysis and Management

Other Service

Conference panel discussant or chair (PMRC 2017; ASPA 2014; APPAM 2007, 2009,
 2010, 2016; MPSA 2006).

Service to the University and Department

PhD Program Coordinator, 2015-.

MPA Program Director, 2011-2013.
 Dept Search Committee Chair, 2012 (1), 2014 (2), 2017-2018 (1)
 Dept Search Committee member, 2009 (3), 2010 (1), 2012 (1), 2013 (1), 2015 (2), 2018 (1)
 Junior Faculty Mentoring Committee Member (5), 2012-.
 SPA Dean's Faculty Council, 2015-2017.
 Coordinator of Exit Surveys for MPA/MPP programs, 2009-2011, 2013-2015.
 Coordinator of Middle States Accreditation for MPA/ MPP programs, 2013-2015.
 PhD Program Admissions Committee Member, DPAP, SPA, 2015-2019.
 Dept MPA and MPP admissions evaluator, School of Public Affairs, AU. 2007-2014.
 PhD Comprehensive exam grader (15+), 2005-.
 PhD Qualifier Committee member (10+), 2005-.
 Dissertation Committee chair or member (8 students), 2005-.
 PhD dissertation defense convener (5 students), 2005-.
 Faculty Research Support Grant Ad Hoc Review Committee, 2014.
 Collaborated with L. Faulk on organizing the Nonprofit Alumni Panel, 2011-2013.
 Academic advisor, nonprofit management concentration and certificate, 2005-2015.
 MPA Curriculum Review Committee Chair 2012-2014, Member, 2011-2012, 2015-.
 AU Provost's High-Impact Research Task Force Member, 2013-2014.
 AU Faculty Retreat Planning Committee, Member and SPA representative, 2014-.
 AU Graduate Curriculum Committee, 2011-2012.
 AU Institutional Review Board (IRB) Member, 2009-2010.
 Portfolio Project/Thesis Committee member (2 non-SPA students), 2005-.
 SPA Academic Integrity and Grievance Committee member, American Univ., 2006-2009.
 Nonprofit Management Certificate Advisory Council member, American Univ., 2006-.
 AU MS in Social Enterprise Evaluation Committee member, American Univ., 2009.
 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.

Volunteer Service to the Practitioner Community

Shared information/advice to numerous state and local governments on privatization.
 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.

Other 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.

Other Training

Advanced Seminar in Grant 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
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