

JULIA ELLEN MELKERS
Associate Professor
University of Illinois at Chicago
College of Urban Planning and Public Affairs
Graduate Program in Public Administration (M/C 278)
412 S. Peoria Street
Chicago, IL 60607
jmelkers@uic.edu
phone: 312-355-2672

EDUCATION

Ph.D. in Public Administration, The Maxwell School, Syracuse University, 1993.
Specialization: Technology and Information Policy; and Public Program Evaluation.
Dissertation: "Evaluation Utilization in the R&D Setting: Different Perspectives from Lower, Middle, and Upper Management." Advisor: Barry Bozeman.

Master of Public Administration, University of Wisconsin—Milwaukee, 1988.
Specialization: Economic Development.

Bachelor of Arts, University of Wisconsin—Milwaukee, 1985. Major: Political Science.

PROFESSIONAL EXPERIENCE

Associate Professor of Public Administration, Graduate Program in Public Administration, College of Urban Planning and Public Affairs, University of Illinois at Chicago. August 2002 – present.

Fulbright Senior Specialist, Vidzemes Augstskola, Latvia. May-June 2004; June-July 2005..

Associate Professor of Public Administration, Andrew Young School of Policy Studies, Department of Public Administration and Urban Studies, Georgia State University. July 2000 – July 2002.

Assistant Professor of Public Administration, Andrew Young School of Policy Studies, Department of Public Administration and Urban Studies, Georgia State University. September 1994 – July 2000.

Assistant Professor of Public Administration, School of Business and Public Administration, University of Alaska Southeast. September 1992-- May 1994.

OTHER ACTIVITIES

- Advisory Board Member, AAAS Committee for the Maine Forest Bio-products EPSCoR Program, 2006-2008.
- Advisory Board Member, AAAS Committee for the Kentucky EPSCoR Program, 2005-2008.
- Advisory Board Member, Expert Review Panel, National Institute of Environmental Health Sciences (NIEHS). 2006-2008..
- Advisory Board Member, Review Panel, Performance Measurement Sourcebook, Government Finance Officers Association (GFOA). 2006-2009.
- Elected Member, Policy Council for the Association for Public Policy Analysis and Management. (2007-2010).
- Member, Editorial Board, *Evaluation and Program Planning*. 2000-present.
- Member, Editorial Board, *Economic Development Quarterly*. 2007-present.
- Member, Editorial Board, *State and Local Government Review*. 2005-present.
- Member, Editorial Board, *Research Evaluation*. 2006-present.

- Manuscript Reviewer For: Research Policy, Public Administration Review, Evaluation and Program Planning, Journal of Public Administration Research and Theory, Journal of Environmental Planning and Management, American Review of Public Administration, Policy Studies Review, State and Local Government Review, Journal of Technology Transfer, and Science and Public Policy.
- Proposal Reviewer for the *National Science Foundation*.
- Organizer, 1st Annual Public Management Institute, Latvia. (co-funded by Government of Latvia, UNDP And others.)

FUNDED RESEARCH

“Women in Science and Engineering: Network Access, Participation, and Career Outcomes” Funded by the National Science Foundation. September 2005-September 2008. (Co-principal investigator.) \$1,230,808.

“Assessing the LIFE (Learning in Informal and Formal Environments) Center: A Scientific and Technical Human Capital Evaluation Model.” Funded by the National Science Foundation (subcontract to Arizona State University.) May 2005-September 2009. (Co-principal investigator.) \$262,000

“Evaluation of the Mid-America Earthquake (MAE) Engineering Research Center.” Funded by the MAE, an NSF ERC Center. May 2005-September 2008. (Co-principal investigator.) \$192,000.

“Understanding Factors that Influence Performance Measurement Use and Budget Practice in United States Governments.” Funded by the IBM Endowment for the Business of Government. August 2003-June 2004. (Co-principal investigator.) \$15,000

“Developing Assessment Models for CONACyT: A Review of International Practices in the Measurement of Research.” Funded by the Mexican Federal Government (CONACyT). September 2003-February 2004. (*Principal Investigator*). \$200,000.

“Firm Location Decisions: Information Needs and Availability Issues in Georgia.” Funded by the State of Georgia. July 2001 - May 2002. (*Principal Investigator*). \$35,000.

“Development of Logic Models and Performance Measures for the Georgia DITT.” Funded by the State of Georgia. July 2001 - May 2002. (*Principal Investigator*). \$35,000.

“Development of an Evaluation Approach for the Federal PATH Program.” Consultant to the National Research Council Committee to Review and Assess the Partnership for Advancing Technology in Housing.” May 2001-April 2002. (*Principal Investigator*).

“Study of Fiscal Incentives for ‘Green’ Business in Ohio.” Funded by the Ohio Department of Development, Office of Energy Efficiency. January-July 2001. (*With David Sjoquist, Jeanie Thomas, and Richard Stock.*)

“The Application of Local Economic Development Incentives in Georgia.” Funded by the State of Georgia. September- December 2000. (*Principal Investigator*). \$35,000.

“Plant Closings In The Textile And Apparel Industries: An Analysis.” Funded by the State of Georgia. January-June 2000. (With David Sjoquist, Francis W. Rushing and Jeanie Thomas).

“Developing an R&D Evaluation Plan for the State of Maine.” Funded by the State of Maine. October, 1999-January 2000. (*Principal Investigator*)

“Reporting and Using Performance Measures in State and Local Governments.” Funded by the Alfred P. Sloan Foundation. (with Katherine Willoughby) April 1, 1999-March 31, 2000. (*Co-Principal Investigator*)

"Evaluation of the National Center for Industrial Competitiveness." Funded by the Ohio Department of Development. (with John Sibert, Laura Kilcrease and Gordon Kingsley) November 1998-July 1999.

"Research Competitiveness in EPSCoR States: Information Needs of Legislators and University Researchers." Funded by the American Association for the Advancement of Science. April-August 1998. (*Principal Investigator*)

"Development of Performance Measures for Four United-Way Funded Programs." Funded by the Atlanta Urban league. June-September 1998. (*Principal Investigator*)

"The Success of Budget Reform: Assessment of Performance-Based Budgeting Implementation in State Governments" Georgia State University Research Initiation Grant. 1998-99. (*Co-Principal Investigator*)

"Preliminary Assessment of the Impact of HOPE on DTAE Institutions." Funded by the Council for School Performance. (with David Audretsch and Al McWilliams). March-June 1997.

"Alaska Small Business Assistance and Loan Study." Funded by the State of Alaska Department of Commerce and Economic Development. August 1996-June 1997. (*Principal Investigator*).

"Development of a Performance Monitoring System for DHSS." Funded by the State of Alaska Department of Health and Social Services. June-October 1996. (*Principal Investigator*).

Development of Performance Measurement Curriculum Materials. Funded by the Southern Policies Growth Board. 1996. (*Principal Investigator*).

"Client Perceptions About Atlanta City Services: A Study in Customer Satisfaction." Funded by the City of Atlanta. (With John C. Thomas.) June-December 1995.

"Developing a Performance Monitoring System for the Georgia Department of Administrative Services." Funded by the State of Georgia. (With Ted Poister and Greg Streib). 1994-1997.

"Science and Technology-Based Economic Development Programs in the States: A Study of Evaluation Efforts." Funded by the National Science Foundation, Grant # SBR-9422433, Fall 1994 - Spring 1996. (*Principal Investigator*).

"Metrics of Fundamental Science." Funded by the Critical Technologies Institute, The Rand Corporation. Winter, Spring 1995. (*Principal Investigator*).

"Phase II Evaluation: Alaska Science and Technology Foundation." For the Alaska Science and Technology Foundation. Spring 1994. (*Principal Investigator*).

"Phase I Evaluation: Alaska Science and Technology Foundation." For the Alaska Science and Technology Foundation. Spring 1993. (*Principal Investigator*).

WORKS IN PROGRESS AND UNDER REVIEW

Melkers, Julia, Eric Welch and Gordon Kingsley *The New Generation of R&D Evaluation Methods: A Cross-National Review of Performance Measurement*. Book contract with Edgar Elgar Publishing Co. Contacted completion date: May 2007.

Julia Melkers (with Katherine Willoughby) "What Counts in Performance Measurement Use? Empirical Models in U.S. State Governments," *Journal of Public Administration Research and Theory* (revise and resubmit).

PUBLICATIONS

Books

Assessing R&D Impacts: Method and Practice. Kluwer Publishers, 1993. (Co-edited with Barry Bozeman)

Peer-Reviewed Journal Articles

"On the Road to Improved Performance: Changing Organizational Communication through Performance Measurement." Volume 30, No. 1 September 2006 in *Public Performance and Management Review*.

"Models of Performance Measurement Use in Local Governments: Understanding Budgeting, Communication and Lasting Effects." (With Katherine Willoughby) Volume 65, Number 2, March 2005, pp. 180-190(11). *Public Administration Review*.

"Introduction: Special Focus Issue: Science and Technology-Based Economic Development" Volume 18, No. 2, May 2004 in *Economic Development Quarterly*. (edited special edition).

"Assessing the Outcomes of State Science and Technology Organizations." Volume 18, No. 2 May 2004 in *Economic Development Quarterly*.

"Assessing the Impact of Performance Budgeting: A Survey of American States." (With Katherine Willoughby). Vol. 17, No. 2, April 2001, in *Government Finance Review*, pp. 19-24.

"Citizen Contacting of Municipal Officials: Choosing Between Appointed Administrators and Elected Leaders." (With John C. Thomas). Vol. 11, No. 1, January 2001 in *Journal of Public Administration Research and Theory*.

"Budgeters Views of State Performance Budgeting Systems: Distinctions across Branches," (With Katherine Willoughby) Vol. 61, No. 1, January 2001 in *Public Administration Review*, pgs 52-62.

"Implementing PBB: Conflicting Views of Success," (With Katherine Willoughby) *Public Budgeting and Finance* Vol. 20, no. 1, Spring 2000, pgs 105-120.

"Value-Mapping State R&D Programs" (With Gordon Kingsley) *Research Evaluation*, Vol. 8, No. 3, December 1999, pgs 165-175.

"Explaining Citizen-initiated Contacts with Municipal Bureaucrats: Lessons From the Atlanta Experience." (With John C. Thomas) *Urban Affairs Review* Vol. 34, No. 5, May 1999. pp 667-690.

"What Do Administrators think Citizens Think? Administrator Perceptions as an Adjunct to Citizen Surveys" (With John C. Thomas) *Public Administration Review* Vol. 58, No. 4, July/August 1998. pp 327-334.

"The State of the States: Performance-Based Budgeting in 47 out of 50." (With Katherine Willoughby). *Public Administration Review* Vol. 58, No. 1, January/February 1998, pp 66-73.

"Use and Usefulness of Performance Measurement in State Science and Technology Programs." (With Susan Cozzens.) *Policy Studies Journal*. Vol 25, No. 3, 1997, pp. 425-435.

"Developing And Transferring Technology In State S&T Programs: Assessing Performance" (With Susan Cozzens, National Science Foundation.) *Journal of Technology Transfer*. Vol. 22, No. 2, Summer 1997, pp. 27-32.

"Politics and the Political Setting as an Influence on Evaluation Activities: National Research and Technology Policy Programs in the United States and Canada." (With David Roessner.) *Evaluation and Program Planning*. Volume 20, No. 1, 1997.

"Entrepreneurs in America: Are They Really a Different Breed ?," *Environment and Planning C: Government and Policy*, Volume 7, 1989, pp. 411-422. (With Richard Bingham.)

Book Chapters and Proceedings

"Collecting and Processing Performance Data." Contributing author in Theodore Poister *Measuring Performance in Public and Nonprofit Organizations*, (San Francisco: Jossey-Bass Publishers, 2002).

"Incorporating Performance Measures in the Budgeting Process." Contributing author in Theodore Poister *Measuring Performance in Public and Nonprofit Organizations*, (San Francisco: Jossey-Bass Publishers, 2002).

"Reporting Performance Data." (With Theodore Poister) Contributing author in Theodore Poister *Measuring Performance in Public and Nonprofit Organizations*, (San Francisco: Jossey-Bass Publishers, 2002).

"Performance-Based Budgeting" In Jack Rabin (ed) *Encyclopedia of Public Administration and Public Policy*, (New York: Marcel Dekker, Inc., 2002.)

"Performance Budgeting in the States," (with Katherine Willoughby) in Richard Nathan and Dall Forsythe (eds) *Quicker, Better, Cheaper?: Managing Performance in American Government*, (Albany NY: Rockefeller Institute for Government, 2001).

"The Art of Partnering across Sectors: The Importance of Set Formation to Network Impacts In State R&D Projects." (With Gordon Kingsley) in Larry O'Toole, Hal Rainey, and Jeffrey Brudney *Advancing Public Management: New Developments in Theory, Methods, and Practice* (Washington, DC: Georgetown University Press, 2000).

"A Review of Performance Measurement in State Science and Technology-Based Economic Development Programs." *Proceedings: Technology Transfer Metric Summit. Technology Transfer: How Do We Know What Works? A Working Conference on Measurement and Evaluation*. (Chicago: Technology Transfer Society). June 1997. (With Susan Cozzens)

"Synthesizing an Approach to Performance Measurement." *Infrastructure Performance Measurement: Tools for Improved Decision-Making Proceedings of a Symposium*, June 4-5 1996. (Washington DC; National Research Council) 1997.

"Evaluation of National Research and Technology Policy Programs in the United States and Canada" in Stephan Kuhlman and Doris Holland (eds.) *Evaluation von Technologie-politik in Deutschland* (Germany: Physica-Verlag Heidelberg). 1995. pp. 243-296. (With J. David Roessner)

"Technology Transfer and Economic Development" in R. Bingham, E. Hill, and R. Mier (eds.) *Economic Development in the United States: Toward a Theoretical Perspective*. Sage Publications, 1993. pp.232-247. (With Daniel Bugler and Barry Bozeman)

"Using Evaluation Utilization Research to Guide Research Management Decision-Making: The Role of Expectations." *Proceedings of the Midwest Academy of Management*, May 1994.

"Bibliometrics and R&D Output" in *Assessing R&D Impacts: Method and Practice*. pp. 43-62.

Research and Technical Reports

"Evaluating the Mid-America Earthquake Center (MAE): Collaboration and Information Networks,

Stakeholder Outcomes, and the Student Experience.” (Co-author with Eric Welch, Branco Ponomariov, Benoy Jacob and Kimberly Johns.) Report to the NSF-ERC Mid-America Earthquake Center. November 2006.

“Developing Assessment Models for CONACyT: A Review of International Practices in the Measurement of Research.” Report to the Mexican Federal Government (CONACyT).” (Co-author with Eric Welch, Gordon Kingsley, Susan Cozzens and Juan Rogers.) (September 2004).

“Understanding Factors that Influence Performance Measurement Use and Budget Practice in United States Governments.” (Co-author with Katherine Willoughby.) IBM Endowment for the Business of Government. (2004.)

“Firm Location Decisions and Information Needs” (Co-author with Laura Czohara and Kouassi Dagawa.) Fiscal Research Center Report No. 93. Georgia State University. (March 2004)

“Performance Measurement in State Economic Development Agencies: Lessons and Next Steps for GDITT.” (Co-author with Laura Czohara.) Fiscal Research Center Report No. 92. Georgia State University. (February 2004)

The Application of Local Economic Development Incentives in Georgia. (Co-author with Francis W. Rushing and Jeanie Thomas with the assistance of Katherine Brice and Brian James). Report to the State of Georgia Office of Planning and Budget. FRP Report No. 63 (August 2001)

“Study of Fiscal Incentives for ‘Green’ Business in Ohio.” (Co-author with David Sjoquist, Jeanie Thomas, and Richard Stock.) Report to the Ohio Department of Development, Office of Energy Efficiency. July 2001.

The Employment Implications of Plant Closings in the Textile and Apparel Industries. (Co-author with David Sjoquist and Francis W. Rushing with the assistance of Lakshmi Pandey and Jeanie Thomas). Report to the State of Georgia Office of Planning and Budget. FRP Report No. 60 (July 2001.)

A Comprehensive Guide to Evaluating Maine’s Public Investments in Research and Development (Co-author with Mike Ryan, Charlie Colgan, and other members of the Maine Evaluation Plan Advisory Committee. Report to the Maine Science and Technology Foundation and the Maine Legislature. January 2000.

Research Competitiveness in EPSCoR States: Information Needs of Legislators and University Researchers. Report to the American Association for the Advancement of Science. October 15, 1998.

An Evaluation of the HOPE Scholarship and Its Impact on Georgia’s Technical Institutes (DTAE) Report to the Council on School Performance. (with David Audretsch and Al McWilliams). December 4, 1997.

Alaska Business Assistance and Loan Programs: An Assessment of Small Business Needs and Experiences. Report to the State of Alaska Department of Commerce and Economic Development. March 19, 1997.

Developing a Pilot Performance Measurement System: State of Alaska DHSS. Report to the State of Alaska Department of Health and Social Services. December 19, 1996.

Satisfaction With Atlanta’s Municipal Services: Results From a Citizen Survey. December 21, 1995. Funded Research. (With John C. Thomas) Report to the City of Atlanta.

Evaluation of Multi-Agency Efforts. June 27, 1995. Funded Research. Report to the Rand Corporation, Critical Technologies Institute.

Phase II Evaluation: Alaska Science and Technology Foundation, Anchorage AK. Funded Research. (With Daniel Bugler) For the Alaska Science and Technology Foundation, March 1995.

Phase I Evaluation: Alaska Science and Technology Foundation, Anchorage AK. Funded Research. (With Daniel Bugler) For the Alaska Science and Technology Foundation, May 3, 1994. 93pps.

Professional and Other Working Papers

Assessing Performance In State Science And Technology Programs: A Series Of Eight Case Studies. Portion of the Final Report to the National Science Foundation. January 1997. (with Susan Cozzens, Arlene Allen, and Michael Turton.)

Evaluation of National Research and Technology Policy Programs in the United States and Canada. Report to the Fraunhofer-Institut fur Systemtechnik and Innovationsforschung. November 1992. 35pps. (With J. David Roessner.)

"Bibliometrics as a Tool for Analysis of R&D Impacts." TIPP Monograph Series: "Techniques For Evaluating R&D Impacts" for the New York State Energy Research and Development Corporation, November 28, 1990.

"An Overview of State-of-the-Art Research on Technology-Based Economic Development." A Report to the National Institute of Standards and Technology, U.S. Department of Commerce. August 31, 1990. (With Barry Bozeman and Daniel Bugler.)

"Can R&D be the Rx for the Midwest?" Commentary, Federal Reserve Bank of Cleveland. January 15, 1990. (With Randall Eberts.)

Presentations

"Emerging and Developed Social Networks: Interdisciplinary Collaboration within University-Based Science Centers ." Presented at the 2006 Meeting of APPAM. Madison, WI. November 2-4, 2006. (With Elizabeth Corley and Benoy Jacob.)

"Effects of Network Size and Gender on PI Grant Awards to Scientists and Engineers: An Analysis from a National Survey of Five Fields." Presented at the 2006 Meeting of APPAM. Madison, WI, November 2-4, 2006. (With Eric Welch.)

"Building Female Scientists and Engineers: The Role of Formal and Informal Mentorship in Career Outcomes." Presented at the 2006 Meeting of APPAM. Madison, WI, November 2-4, 2006. (With Eric Welch.)

"Building and Benefiting from Center-Based Interdisciplinary Research: Analysis of Process and Outcomes." Presented at the 2006 Meeting of the Technology Transfer Society. September 27-September 29, 2006. (With Eric Welch and Elizabeth Corley.)

"Measuring Interdisciplinary Collaboration Within University-Based Science Centers Using Innovative Evaluation Techniques." Presented at the Atlanta Conference on Science and Technology Policy. Atlanta, Georgia, May 18-20 2006. (With Elizabeth Corley and Kimberly Johns.)

"R&D Assessment: Global Trends in Metrics and Measures." Presented at the Atlanta Conference on Science and Technology Policy. Atlanta,, Georgia, May 18-20 2006. (With Eric Welch, Gordon Kingsley, and Branco Ponomariov.)

"Doing Good? Comparing Public and Non-Profit Administrators' Contributions to 'Non-Work' Public Value." Paper presented at the 2005 Meeting of APPAM. Washington, DC, November 4, 2005. (With Meg Haller and Eric Welch.)

"Performance Measurement in Public Organizations" (series of lectures) 1st Annual Public Management Institute. Sigulda, Latvia, August 2005.

"Performance Measurement in State Science and Technology Programs." Invited Speaker at the Annual Conference of the State Science and Technology Institute. Seattle, WA October 2003.

"What Counts in Performance Measurement Use? Empirical Models in U.S. State Governments." Paper presented at the 2003 National Public Management Research Conference, Georgetown University, Washington, DC October 11, 2003. (With Katherine Willoughby).

"Factors Influencing Performance Measurement Applicability in Government: Perspectives of State Budgeters and Agency Staff." Paper presented at the 15th annual conference of the Association of Budgeting and Financial Management, Washington, D.C., September 18-20, 2003. (With Katherine Willoughby).

"Evolving Performance Measurement in Local Governments." Paper presented at the 14th Annual Conference of the Association of Budgeting and Financial Management, "Budgeting and Financial Management in the Era of Devolution," Kansas City, KS October 10-12, 2002. (With Katherine Willoughby).

"Performance Measurement in State Economic Development Agencies." Paper presented at the 14th Annual Conference of the Association of Budgeting and Financial Management, "Budgeting and Financial Management in the Era of Devolution," Kansas City, KS October 10-12, 2002. (With Laura Malone).

"Overview of State Funding Issues: Performance Measurement in the States." Invited panelist for the Committee on Science, Engineering and Public Policy of the National Academy of Sciences Planning Meeting on the Role of State Funding of Research. Washington, DC. July 13, 2001.

"Performance Measurement in Government: Enhancing Successful Application Across Levels and Programs." Paper presented at the 12th Annual Conference of the Association of Budgeting and Financial Management, "Budgeting and Financial Management in the Era of Devolution," Kansas City, KS October 5-7, 2000. (With Katherine Willoughby).

"Embedding a Hybrid: Social Capital and Accountability in the Creation of a State Venture Capital Fund." Presented at the Fifth National Public Management Research Conference, College Station, Texas. December, 1999. (with Gordon Kingsley).

"Evaluation of the US State Programs" Invited presentation for the European Commission at the European RTD Evaluation Network Meeting in Vienna, Austria, December 5, 1998.

"Recent developments in R&D Assessment in the U.S.: federal and state levels" Invited presentation for the Fraunhofer Institute in Karlsruhe, Germany. December 7, 1998.

"Research Competitiveness in EPSCoR States: Information Needs of Legislators and University Researchers." Invited Presentation at the National EPSCoR Meeting, Myrtle Beach, SC. November 10, 1998.

"Implementing PBB: Conflicting Views of Success." Presented at the 1998 Annual Conference on Public Budgeting and Financial Management, Washington, DC November 4-7, 1998. (with Katherine Willoughby).

"Budget Practitioners' Views on State PBB Systems, Implementation and Use." Presented at the 1998 Annual Meeting of the American Evaluation Association, Chicago, IL. November 4-7, 1998. (with Katherine Willoughby).

"Performance Measurement in State Science and Technology Organizations." Invited presentation for the Science and the Congress Project--Congressional Staff Briefing: The Results Act: Measuring Scientific Research Performance. Washington, DC. September 25, 1998.

"The Word from the Trenches: Practitioner Views on State PBB Systems, Implementation, and Use." Presented at the 1998 Managing for Results Conference. Austin, TX. May 19-22, 1998.

"Experience with Performance Based Budgeting: An Assessment of Implementation in the States" Presented at the 1998 Annual Meeting of the American Society for Public Administration, Seattle, WA May 10-13, 1998 (with Katherine Willoughby).

"Public Assessment and Awareness of Small Business Assistance Programs" Presented at the 1998 Links Conference. Boston, MA. April 15-18, 1998.

Panel Chair "The Role of Public Feedback in State Policy Development" at the 1998 Links Conference. Boston, MA. April 15-18, 1998.

The View from the Trenches: Budget Analysts Perceptions of PBB." Presented at the 1997 Meeting of the American Evaluation Association. San Diego, California. November 8, 1997. (with Katherine Willoughby)

"The Art of Partnering across Sectors: The Importance of Set Formation to Network Impacts in State R&D Projects." Presented at the Fourth National Public Management Research Conference, University of Georgia, Athens, GA. October 30-November 1, 1997. (with Gordon Kingsley).

"The State of the States: Performance-Based Budgeting in 47 out of 50." National Conference of State Legislatures: Annual Senior Fiscal Analyst Meeting. Invited Presentation. Savannah, Georgia. September 12, 1997. (with Katherine Willoughby)

"Integrating Citizen Views into Municipal Policy Decision-Making: Citizen Perceptions and Performance Measurement." Presented at the Annual Meeting of the Urban Affairs Association. April 1997. Toronto, Ontario. (With John C. Thomas.)

"The State of the States: Performance-Based Budgeting Legislation." Presented at the Annual Meeting of the American Evaluation Association. November 1996. Atlanta, GA. (With Katherine Willoughby)

"Performance Measurement of State-Level Science and Technology Programs." Presented at the Annual Meeting of the American Evaluation Association. November 1996. Atlanta, GA. (With Susan Cozzens)

"Measuring the Quality of Municipal Services: Comparing Citizen and Administrator Perceptions." Presented at the Annual Meeting of the American Society for Public Administration. July 1996. Atlanta, GA. (With John C. Thomas)

"Using Surveys In Measuring Technology Transfer Effectiveness." Presented at the Annual IEEE Meeting. June 1996. Syracuse, NY

"Performance Measurement and Evaluation in State Science and Technology-Based Economic Development Programs." Presented to the Science and Technology Council of the States, National Governors Association. Washington, DC. April 1996.

"Evaluating State Science and Technology Programs" Presented at the Annual Meeting of the AAAS. Baltimore, MD. February, 1996.

"Using Program Evaluation Information and Performance Measures in the Scientific Environment." Presented at the International Evaluation Conference, Nov 1-4, 1995. Vancouver, British Columbia.

"Evaluating State Science and Technology Programs." Presented at the Annual Meeting of the Society for the Social Studies of Science, October 22, 1995. Charlottesville, Virginia. (With Susan Cozzens and Michael Turton)

"Science and Technology Evaluation in the States." Presented at the Manufacturing Extension Partnership National Evaluation Conference: Using Evaluation as a Tool for Increasing Manufacturing

Competitiveness. October 16-17, 1995. Gaithersburg, Maryland. Sponsored by the National Institute of Standards and Technology, U.S. Department of Commerce.

"Measuring Quality and Performance in the Georgia Department of Administrative Services." Presented at the Annual Meeting of the American Society for Public Administration. July 1995. San Antonio, Texas. (With Ted Poister and Greg Streib)

"Evaluation of Public Programs." Session Moderator at the Annual Meeting of the American Society for Public Administration. July 1995. San Antonio, Texas.

"Performance-Based Budgeting." Presentation at the Alaska Management Institute, May 1995. Juneau, Alaska.

"Challenges of Performance Measurement: State Technology and Economic Development Programs." Session Moderator at the Annual Meeting of the American Society for Public Administration. July 1994. Kansas City, Missouri.

"Challenges in Evaluating State Technology-Based Economic Development Programs: The Experience of the Alaska Science and Technology Foundation." Presented at the Annual Meeting of the American Society for Public Administration. July 1994. Kansas City, Missouri. (co-authored)

"Using Evaluation Utilization Research to Guide Research Management Decision-Making: The Role of Expectations." Presented at the Midwest Division of the Academy of Management Meeting, April 15-17, 1994. Chicago, Illinois.

"Program Evaluation and the Organization: The Managerial Perspective." Presented at the Berkeley Symposium on Public Management Research, Berkeley, CA. ASPA Mobile Workshop Number 6. July 19, 1993.

"Factors Influencing Success and Use of R&D Program Evaluation." Presentation for the Division of Energy Efficiency and Renewable Energy Office of the U.S. Department of Energy. An Energy Evaluation Experience Seminar Series Presentation. Washington, DC. June 19, 1993.

"Using R&D Evaluations." Presented at the US-Canadian Conference on R&D Evaluation. Universite de Quebec. Montreal, Quebec. April 3, 1993.

"A Proposed Model for the Study of Evaluation Utilization in Scientific Environments." Presented at the May 1992 meeting of the Canadian Evaluation Society in Ottawa, Ontario. Received Honorable Mention, Canadian Evaluation Society National Capital Chapter Student Essay Award in the field of evaluation.