

CHRISTOPHER NELSON

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OVERVIEW

Christopher Nelson is a Senior Political Scientist at RAND with over 20 years of experience as a policy analyst and educator. For the past 15 years his primary focus has been on public health, safety, and disaster preparedness/response systems, often with a focus on large-scale systems issues. Recently, he co-led the Health, Social Services, and Education sector teams in a large, fast-paced project to develop a strategic hurricane recovery plan for Puerto Rico and played key roles in the development of the first-ever U.S. National Health Security Strategy and the European Centres for Disease Prevention and Control's capability framework for EU member states. He has also worked on health promotion issues, playing a key role in developing the conceptual framework and measurement system for the Robert Wood Johnson Foundation's 20-year Culture of Health strategy. Nelson has also worked on occupational safety issues, conducting evaluations of programs to reduce human factors-related accidents in the U.S. railroad industry, leading projects to assess the economic benefits research and development investments, and founding the RAND Center for Health and Safety in the Workplace. Before turning to public health and safety, he focused on education issues, co-authoring a 2002 book on charter schools in the U.S. (*What's Public About Charter Schools? Lessons about Choice and Accountability*), and numerous technical reports and articles on school choice. In addition to his policy analytic work, Nelson is Professor of Policy Analysis in the Pardee-RAND Graduate School, where he teaches seminars in human systems analysis, performance measurement, and governance. Previously he served on the faculties of Carnegie Mellon University and Western Michigan University, and was a staff policy analyst in the Illinois General Assembly.

PROFESSIONAL POSITIONS

- 2003-present RAND Corporation, Santa Monica, CA
- Senior Political Scientist (2007-present)
 - Professor of Policy Analysis, Pardee RAND Graduate School (2011-present)
 - Political Scientist (2003-2007)
 - Associate Director for Research, Pittsburgh (2004-2006)
 - Founding/Acting Director, RAND Center for Health and Safety in the Workplace (2005-2006). Helped raise \$1 million in start-up funding
- 2000-2003 Senior Research Associate. Western Michigan University Evaluation Center. Kalamazoo, MI
- 1997-2000 Visiting Assistant Professor of Public Policy and Politics. Department of Social and Decision Sciences and the H. John Heinz III School of Public Policy and Management, Carnegie Mellon University. Pittsburgh, PA.

Christopher Nelson, Ph.D.

- 1995-1996 Lecturer. Master of Public Administration Program and Department of Political Science, University of North Carolina. Chapel Hill, NC.
- 1995-1996 Lecturer. Department of Political Science and Public Administration, North Carolina State University. Raleigh, NC.
- 1989-1990 Research Associate. Institute for Policy Studies, Federation of Independent Illinois Colleges and Universities. Springfield, IL.
- 1988-1989 Policy Analyst and Branch Office Manager. Illinois General Assembly Legislative Research Unit. Chicago, IL.

EDUCATION

- Ph.D. University of North Carolina at Chapel Hill, Political Science (1997)
Thesis: *Legislation by Other Means: Coalitional Politics and Administrative Rulemaking*
- M.A. University of North Carolina at Chapel Hill, Political Science (1992)
Thesis: *Interests, Encumbrances, and Harms: The Thin Theory of Interests and the Public-Private Distinction*
- B.A. *summa cum laude*, Phi Beta Kappa. University of Minnesota, Political Science (1989)
Thesis: *Speech, Science, and Political Irony: The Linguistic Politics of Thucydides and Hobbes*

LEADERSHIP/ENTREPRENEURSHIP

- RAND market manager for occupational safety and health (2016-present)
- Led portfolio of RAND projects on measuring public health preparedness valuing up to \$3.5M at a time (2004-present)
- Leadership of numerous projects, many with large, multidisciplinary teams (2003-present)
- Associate Director for Research, RAND Pittsburgh Office (2004-2006).
- Founding/Acting Director, RAND Center for Health and Safety in the Workplace (2005-2006). Raised \$1M in core start-up funding

AWARDS

- Led winning team for RAND Corporation Technology and Public Policy Idea Showcase (2011)
- Thomas Lord Distinguished Scholar, RAND Corporation (2007-08)
- Corporate Merit Award for “helping to substantially expand RAND's public health preparedness portfolio” and “strong mentoring skills and effective dissemination of research results” (2007)
- Corporate Merit Award for “outstanding and significant contributions to the development of the Pittsburgh Office,” RAND Corporation (2006).

LANGUAGE SKILLS

- Spanish (high)
- Portuguese (medium)

PEER-REVIEWED JOURNAL ARTICLES

- Dubowitz T, **C Nelson**, S Weiland, J Sloan, A Bogart, C Miller, A Chandra. “Factors Related to Health Civic Engagement: Results from the 2018 National Survey of Health Attitudes to Understand Progress towards a Culture of Health.” *BMC Public Health*. Forthcoming.

- Stoto M, **C Nelson**, R Piltch-Loeb, LN Mayigane, F Copper, S Chungong. Getting the most from after action reviews to improve global health security. *Globalization and Health*. 15, Article number: 58 (2019). <https://rdcu.be/bTZJ3>
- Stoto M, E Savoia, **C Nelson**, R Piltch-Loeb, S Guicciardi, J Takacs, C Varela Santos, M Ciotti. Development of a Public Health Emergency Preparedness Competency Model for European Union Member States. *Eurosurveillance: bulletin europeen sur les maladies transmissibles* 23(49). <https://www.eurosurveillance.org/content/10.2807/1560-7917.ES.2018.23.48.1700631>
- Piltch-Loeb R, J Kramer, **C Nelson**, E Savoia, D Osborn, M Stoto. Root cause analysis for enhancing public health emergency preparedness: A brief report of a Salmonella outbreak in the Alamosa, Colorado water supply. *Journal of Public Health Management and Practice*. Vol. 24, No. 6, November/December 2018. <https://go.lww.com/FaVHN00TK1F0S2yd000ERgc>
- Stoto M, **C Nelson**, E Savoia, I Ljungqvist, M Ciotti. Public Health Preparedness Logic Model: Assessing Preparedness for Cross-border Threats in the European Region. *Health Security*, Volume 15, Number 5, 2017: 473-482. <http://online.liebertpub.com/doi/abs/10.1089/hs.2016.0126>
- Chari R, C O'Hanlon, P Chen, K Leuschner, **C Nelson**. Governing complex academic medical center systems: evaluating and choosing among alternative models. *Academic Medicine*. Epub ahead of print, September 2017. <https://www.ncbi.nlm.nih.gov/pubmed/28906263>
- Waxman D, E Chan, F Pillemer, T Smith, **C Nelson**. Assessing and Improving Hospital Mass Casualty Preparedness: A No-Notice Exercise. *Prehospital and Disaster Medicine* 2017;32(3):1-5. <https://www.ncbi.nlm.nih.gov/pubmed/28780916>
- Dubowitz T, T Orleans, **C Nelson**, J Sloan, L May. Creating Healthier, More Equitable Communities by Improving Governance and Policy. *Health Affairs*. Health Affairs 35, no.11 (2016):1970-1975. https://www.rand.org/pubs/external_publications/EP66725.html
- Linnemayr S, C O'Hanlon, L Uscher-Pines, K Van Abel and **C Nelson**. Using Insights from Behavioral Economics to Strengthen Disaster Preparedness and Response. *Disaster Medicine and Public Health Preparedness*, available on CJO2016. doi:10.1017/dmp.2016.29. <https://www.ncbi.nlm.nih.gov/pubmed/27188246>
- Piltch-Loeb R, **C Nelson**, J Kraemer, E Savoia, M Stoto. 2014. A Peer Assessment Approach for Learning from Public Health Emergencies. *Public Health Reports*, 2014 Supplement 4, vol. 129, 28-34. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4187304/>
- Piltch-Loeb R, J Kramer, **C Nelson**, M Stoto. 2014. A Public Health Emergency Preparedness Critical Incident Registry. *Biosecurity and Bioterrorism: Biodefense Strategy, Practice, and Science*. Volume 12, Number 3, 2014. <https://www.ncbi.nlm.nih.gov/pubmed/24896306>
- Shelton S, **C Nelson**, A McLees, K Mumford, C Thomas. Building Performance-Based Accountability with Limited Empirical Evidence: Performance Measurement for Public Health Preparedness. *Disaster Medicine and Public Health Preparedness*, available on CJO2013. doi:10.1017/dmp.2013.20. <https://www.ncbi.nlm.nih.gov/pubmed/24229520>
- M. A. Stoto, **C. Nelson**, M. A. Higdon, J. D. Kraemer, C.M. Singleton. 2013. Lessons about the State and Local Public Health System Response to the 2009 H1N1 Pandemic: A Workshop Summary. *Journal of Public Health Management and Practice*, 19(5):428-435. <https://www.ncbi.nlm.nih.gov/pubmed/23892378>
- M. A. Stoto, **C. Nelson**, M. A. Higdon, J. D. Kraemer, C.M. Singleton. Learning About After Action Reporting from the 2009 H1N1 Pandemic: A Workshop Summary. *Journal of Public Health Management and Practice*, 19(5):429-434. <https://www.ncbi.nlm.nih.gov/pubmed/23518591>
- Nelson C**, A Parker, S Shelton, E Chan, F Pillemer. 2012. Analysis of the Cities Readiness Initiative. *RAND Health Quarterly*. 2012 Spring; 2(1): 17.

- Parker A, S Shelton, K Morganti, **C Nelson**. Assessing Relationships Between State and Local Public Health Organizations: Evidence from the NACCHO 2008 Profile of Local Health Departments. *Journal of Public Health Management and Practice*, v. 18, no. 2, Mar./Apr. 2012, p. 156-159. <https://www.ncbi.nlm.nih.gov/pubmed/22286284>
- Nelson C**, H Willis, E Chan, S Shelton, A Parker. 2010. Federal Initiative Increases Community Preparedness for Public Health Emergencies. *Health Affairs* 29:12, 2286-2293. <https://www.ncbi.nlm.nih.gov/pubmed/21134931>
- Nelson C**, E Chan, A Chandra, P Sorensen, H Willis, S Dulin, K Leuschner. 2010. Developing National Standards for Public Health Emergency Preparedness with a Limited Evidence Base. *Disaster Medicine and Public Health Preparedness* 4:4, 285-290. <https://www.ncbi.nlm.nih.gov/pubmed/21149229>
- Liu, H, R Burns, A Schaefer, T Ruder, **C Nelson**, A Haviland, W Gray, J Mendeloff. 2010. The Pennsylvania Certified Safety Committee Program: An Evaluation of Participation and effects on Work Injury Rates. *American Journal of Industrial Medicine*. v. 53, no. 8, Aug. 2010, p. 780-791. <https://www.ncbi.nlm.nih.gov/pubmed/20623663>
- Nelson C**, E Beckjord, D Dausey, E Chan, N Lurie, D Lotstein. 2008. How Can We Strengthen the Evidence Base for Public Health Emergency Preparedness? *Disaster Medicine and Public Health Preparedness*. 2(4): 1-4. <https://www.ncbi.nlm.nih.gov/pubmed/19050432>
- Nelson C**, N Lurie, J Wasserman, S Zakowski. 2007. Conceptualizing and Defining Public Health Emergency Preparedness. *American Journal of Public Health*. Supplement 1, 2007, Vol 97, No. S1. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1854988/>
- Seid M, D Lotstein, V Williams, **C Nelson**, K Leuschner, A Diamant, S Stern, J Wasserman, & N Lurie. Quality Improvement in Public Health Emergency Preparedness. *Annual Review of Public Health*. 2007. 28:19–31. <https://www.ncbi.nlm.nih.gov/pubmed/17201687>
- Nelson C**, N Lurie & J Wasserman. (2007). Assessing Public Health Emergency Preparedness: Concepts, Tools, and Challenges. *Annual Review of Public Health*. 28: 12.1-12.18. <https://www.ncbi.nlm.nih.gov/pubmed/17129174>
- Lurie N, J Wasserman, & **C Nelson**. (2006). Public Health Preparedness: Evolution or Revolution? *Health Affairs*, 25, 935-945. <https://www.ncbi.nlm.nih.gov/pubmed/16835172>
- Raney J, **C Nelson**, & M Coplen. (2005). The Efficacy of Behavior-based Safety in the U.S. Railroad Industry: Evidence from Amtrak-Chicago. *Human Factors in Organizational Design and Management – VIII*. Santa Monica, CA: International Ergonomics Association. https://ntl.bts.gov/lib/47000/47500/47565/efficacy_of_behavior-based_safety_in_us_railroad_industry_evidence_from_amtrak-chicago_508.pdf
- Raney J, **C Nelson**. (2004). The Impacts of Participatory Safety Rules Revision in the U.S. Railroad Industry: An Exploratory Assessment. *Transportation Research Record*. No. 1899, pp. 156-163. <http://trrjournalonline.trb.org/doi/abs/10.3141/1899-20>

PEER-REVIEWED TECHNICAL REPORTS

- Nelson C**, J Sloan, A Chandra. 2019. *Examining Civic Engagement Links to Health: Findings from the Literature and Implications for a Culture of Health*. RR-3163-RWJ https://www.rand.org/pubs/research_reports/RR3163.html
- Chapter lead for Health/Social Services and Education sections of *Transformación e Innovación luego de la Devastación: Un Plan de Recuperación Económica y de Desastres para Puerto Rico* [Transformation and Innovation in the Wake of Devastation: An Economic and Disaster Recovery Plan for Puerto Rico]. <https://documents.recovery.pr/assets/documents/transformation-innovation-final.pdf>

- Miller B, David Metz, T Smith, J Lastunen, E Landree, **C Nelson**. 2018. *Understanding the Economic Benefit Associated with Research and Services at the National Institute for Occupational Safety and Health*. https://www.rand.org/pubs/research_reports/RR2256.html
- Gidengil C, **C Nelson**, L Faherty, N Qureshi. 2018. *Does the United States Need to Strengthen the System of Care for Infectious Diseases?* RAND RR-2046. www.rand.org/t/rr2046
- Stoto M, E Savoia, **C Nelson**, R Piltch-Loeb, S Guicciardi, J Takacs, C Varela Santos, M Ciotti. 2017. *Public health emergency preparedness Core competencies for EU Member States*. European Centre for Disease Prevention and Control. <https://ecdc.europa.eu/en/publications-data/public-health-emergency-preparedness-core-competencies-eu-member-states>.
- Dixon L, T LaTourrette, D Galvan, C Goldman, N Kalra, **C Nelson**, F Tsang, P Steinberg. 2017. *Process and Outcome Evaluation of the Alternative and Renewable Fuel and Vehicle Technology Program*. RAND RR-1948-CEC. https://www.rand.org/pubs/research_reports/RR1948.html
- Nelson C**, E Chan, F Pillemer, D Waxman, T Smith, S Moen. *Coalition Surge Test: An Exercise for Assessing and Improving Health Care Coalition Readiness*. RAND TL-209-DHHS. Tool available at <https://www.phe.gov/Preparedness/planning/hpp/Pages/coalition-tool.aspx>
- Nelson C**, E Chan, F Pillemer, D Waxman, T Smith, S Moen. *Healthcare Surge Test: Hospital Module*. RAND TL-154-DHHS. Tool available at <https://www.phe.gov/preparedness/planning/hpp/surge/pages/default.aspx>
- Olmsted, S, S Shelton, **C Nelson**, J Garnett. 2012. *Developing and Pilot Testing and Laboratory Specific Continuity of Operations Tabletop Exercise*. Santa Monica: RAND.
- Nelson C**, A Parker, S Shelton, E Chan, F Pillemer. *Analysis of the Cities Readiness Initiative*. Santa Monica, CA: RAND, TR-1200. https://www.rand.org/pubs/technical_reports/TR1200.html
- Hassel S, N Clancy, N Burger, **C Nelson**, R Rudavsky, S Olmstead. 2010. *An Assessment of the U.S. Environmental Protection Agency's National Environmental Performance Track Program*. RAND TR-732-EPA. https://www.rand.org/pubs/technical_reports/TR732.html
- Nelson C**, E Chan, C Fan, D Lotstein, L Caldarone, S Shelton, A Maletic, A Parker, A Felton, A Pomeroy, E Sloss. 2009. *New Tools for Assessing State and Local Capabilities for Countermeasure Delivery*. RAND TR-665-DHHS. https://www.rand.org/pubs/technical_reports/TR665.html
- Acosta J, **C Nelson**, Beckjord EB, Shelton S, Murphy E, Leuschner K, Wasserman J. 2009. *A National Agenda for Public Health Systems Research on Emergency Preparedness*. RAND TR-660-DHHS. https://www.rand.org/pubs/technical_reports/TR660.html
- Parker A, **C Nelson**, S Shelton, D Dausey, M Lewis, A Pomeroy, K Leuschner. 2009. *Measuring Crisis Decision-making for Public Health Emergencies*. RAND TR-712-DHHS. https://www.rand.org/pubs/technical_reports/TR712.html
- Willis H, **C Nelson**, S Shelton, A Parker, J Zambrano, E Chan, J Wasserman & B Jackson. 2009. *Initial Evaluation of the Cities Readiness Initiative*. RAND TR-640-CDC. https://www.rand.org/pubs/technical_reports/TR640.html
- Cecchine G, E Sloss, **C Nelson**, G Fisher, P Sama, A Pathak, D Adamson. 2009. *Foundation for Integrating Employee Health Activities for Active Duty Personnel in the Department of Defense*. MG-799-OSD. <https://www.rand.org/pubs/monographs/MG799.html>
- Stecher B, F Camm, C Damberg, L Hamilton, K Mullen, **C Nelson**, P Sorensen, M Wachs, A Yoh, G Zellman. 2010. *Toward a Culture of Consequences: Performance-based Accountability Systems for Public Service*. Santa Monica: RAND. MR-1019. <https://www.rand.org/pubs/monographs/MG1019.html>
- Nelson C**, E Chan, A Chandra, P Sorensen, H Willis, K Comanor, H Park, K Ricci, L Caldarone, M Shea, J Zambrano & L Hansell. 2008. *Recommended Infrastructure Standards for Mass Antibiotic Dispensing*. RAND TR-553-DHHS. https://www.rand.org/pubs/technical_reports/TR553.html

- Wasserman J, P Jacobson, N Lurie, **C Nelson**, K Ricci, M Shea, J Zazzali & M Nelson. 2006. *The Role of State-Local Structure in Public Health Emergency Preparedness*. Santa Monica: RAND TR-318-DHH). https://www.rand.org/pubs/technical_reports/TR318.html
- Seid M, D Lotstein, V Williams, **C Nelson**, N Lurie. 2006. *Quality Improvement: Implications for Public Health Preparedness*. Santa Monica: RAND TR-316-DHHS. https://www.rand.org/pubs/external_publications/EP20070403.html
- Mendeloff J, **C Nelson**, K Ko & A Haviland. 2006. *Small Business and Workplace Fatality Risk: An Exploratory Analysis*. Santa Monica: RAND Corporation TR-371-ICJ. https://www.rand.org/pubs/technical_reports/TR371.html
- Nelson C.** 2005. *Formative Evaluation of a Patient Safety Training Program*. Santa Monica: RAND Corporation TR-276-HLTH. https://www.rand.org/pubs/technical_reports/TR276.html
- Farley D, M Greenberg, **C Nelson**, & S Seabury. 2004. *Assessment of 24-Hour Care Options for California*. Santa Monica: RAND Corporation MG-280. <https://www.rand.org/pubs/monographs/MG280.html>

BOOKS, BOOK CHAPTERS, AND COMMENTARIES

- Nelson C, A Chandra. “How voting can benefit your health.” *Las Vegas Sun*, Feb. 4, 2020. <https://m.lasvegassun.com/news/2020/feb/04/how-voting-can-benefit-your-health/>
- Straub F, **C Nelson**, S Iovan, J Acosta, M Abir, “When Prevention Isn’t Enough: Managing School Mass Shootings Along The Risk Continuum.” *Health Affairs Blog* Oct. 8, 2019. <https://www.healthaffairs.org/doi/10.1377/hblog20191004.640887/full/>
- Iancu A, L Jaycox, J Acosta, F Straub, S Iovan, C Nelson, M Abir. “After School Shootings, Children And Communities Struggle To Heal.” *Health Affairs Blog* July 19, 2019. <https://www.healthaffairs.org/doi/10.1377/hblog20190717.855810/full/>
- Nelson C**, A Chandra, C Miller. “Can Measures Change the World?” *Stanford Social Innovation Review*. Winter 2018. https://ssir.org/articles/entry/can_measures_change_the_world
- M Abir, C Nelson.** Lessons for first responders on the front lines of terrorism. Commentary in *The Conversation*, July 9, 2017. <https://theconversation.com/lessons-for-first-responders-on-the-front-lines-of-terrorism-79813>
- M Abir, C Nelson.** Saving Lives After Tragedy: Assessing emergency responses to San Bernardino, Paris and Boston is critical to our preparedness. *U.S. News and World Report*. Dec. 14, 2015. <http://www.usnews.com/opinion/blogs/policy-dose/articles/2015-12-14/what-san-bernardino-paris-and-boston-teach-us-about-crisis-response>
- Lewis M, **C Nelson**, A Plough. 2015. Wearing Many Hats: Lessons About Preparedness and Routine Public Health from the H1N1 Response. In M Stoto and M Higdon eds., *The Public Health Response to 2009 H1N1: A Systems Perspective*. Oxford University Press. <https://oxfordmedicine.com/view/10.1093/med/9780190209247.001.0001/med-9780190209247-chapter-5>
- N Lurie, J Wasserman, **C Nelson**. 2008. Public Health Preparedness: Evolution or Revolution? In J Colgrove, Markowitz, D Rosner, eds. *The Contested Boundaries of American Public Health*. New Brunswick: Rutgers University Press.
- J Mendeloff & **C Nelson**. 2007. Small Business and Workplace Fatality Risk: An Exploratory Analysis. S Gates & K Leuschner, eds. *In the Name of Entrepreneurship? The Logic and Effects of Special Regulatory Treatment for Small Businesses*. Santa Monica, CA: RAND.
- Navigating Research on Alternative Schools (with Ron Zimmer). *San Diego Union-Tribune*. September 19, 2004.

- Retain Cap on Charter Schools (with Gary Miron). *Detroit Free Press*. June 19, 2002.
- What's Public About Charter Schools?: Evidence From Michigan (with Gary Miron). *Education Week*. May 15, 2002. <https://www.edweek.org/ew/articles/2002/05/15/36miron.h21.html>
- Nelson C** & G Miron. 2004. Professional Opportunities for Teachers: A View from Inside Charter Schools (with Gary Miron). In Bulkeley, K & Wohlstetter, P. *Taking Account of Charter Schools: What's Happened and What's Next?*. New York: Teachers College Press.
- Miron G & **C Nelson**. 2004. Charter Schools and Academic Achievement. In Bulkeley, K & Wohlstetter, P. 2004. *Taking Account of Charter Schools: What's Happened and What's Next?* New York: Teachers College Press.
- Miron G & **C Nelson**. 2002. *What's Public About Charter Schools? Lessons Learned About Choice and Accountability*. Thousand Oaks, CA: Corwin Press.
- Nelson C**. Rhetoric Versus Reality: What We Know and What We Need to Know About Vouchers and Charter Schools. *Teachers College Record*, September 24, 2002 <<http://www.tcrecord.org/Content.asp?ContentID=11016>>

SELECTED TESTIMONY, OFFICIAL BRIEFINGS, AND SPEAKING ENGAGEMENTS

- Thinking Beyond the Response: Lessons in System-Building from Public Health Preparedness. Presentation at Uniting to Prevent School Violence Forum, University of Colorado, April 16, 2019.
- Decision-making During Public Health Crises: Framing the Issues and Key Challenges. Presented to expert meeting at European Centres for Disease Prevention and Control, December 5-6, 2018.
- Public Health Preparedness as Scalable Learning. Keynote presentation to European Centres for Disease Prevention and Control/Asia-Europe Foundation Joint Conference on Emergency Risk Communication, Stockholm Sweden, September 7-8 2016.
- Measuring and Improving State/Local Medical Countermeasure Delivery Capability. Briefed to the National Biodefense Science Board and the CDC Board of Scientific Counselors, Jan. 31, 2013.
- Mid-project review panel for CDC's Preparedness and Emergency Response Research Centers. August, 2011.
- Innovative Ideas in National Health Security. Briefing to White House National Security Staff. May 19, 2010.
- The National Health Security Strategy: Progress and Emerging Themes. Address to the annual meeting of the State Directors of Public Health Preparedness, September 17, 2009.
- Public Health Emergency Preparedness: What Is It and What Can We Do To Improve It? Keynote Address to the Missouri Public Health Preparedness Conference, March 18, 2009.
- The H1N1 Pandemic: Lessons Learned from the Cities Readiness Initiative. RAND Congressional Briefing Series. September 14, 2009. http://www.rand.org/multimedia/video/2009/09/14/h1n1_pandemic_lessons_learned.html
- Homeland Security Lessons from the Cities Readiness Initiative. Briefing to staff of Senate Committee on Homeland Security and Governmental Affairs. March 4, 2009.
- Public Health Emergency Preparedness: Lessons Learned from Research. Briefing to staff of Senate Committee on Homeland Security and Governmental Affairs. March, 27, 2008.
- Public Health Preparedness in an Era of High-Stakes Accountability. Guest Speaker Series, Harvard School of Public Health. December 18, 2008. <http://www.hsph.harvard.edu/live/cphp12-18-08.html>
- What the Research Tells Us About Improving Medical Countermeasure Delivery. Briefing to the Special Assistant to the President for Biosecurity. March 3, 2008.

- Measuring State and Local Public Health Preparedness. Meeting of the State Public Health Preparedness Directors. New Orleans, LA, September, 2008.
- What Should the Public Health Preparedness Evidence Base Look Like? Challenges, Issues, and Options. Presented to the Institute of Medicine, December 18, 2007, Washington, DC
- Measuring State and Local Public Health Preparedness. Briefing to the U.S. Congress Government Accountability Office. December 12, 2007.
- Measuring State and Local Public Health Preparedness. RAND Congressional Briefing Series. September 10, 2007.
- “Research Priorities Related to Health and Safety in the Workplace.” Testimony before the Committee on Labor and Industry, Pennsylvania House of Representatives. March 15, 2005.
- Quality Assurance in Policy Evaluation. Plenary address given to National Legislative Program Evaluation Society. Harrisburg, PA. October 1, 2005.
- Autonomy in Exchange for Accountability: An Initial Study of Pennsylvania Charter Schools. Keynote address to the Pennsylvania State Charter School Conference, State College, PA, March 23, 2001.
- Building a Culture of Accountability. Keynote address, Duquesne University Charter Schools Project Accountability Workshop Series. October 21, 1999.

SOFTWARE

- Chan E, C Fan, M Lewis, K King, P Dreyer, **C Nelson**. 2009. *The RSS-POD Supply Chain Management Game: An Exercise for Improving the Inventory Management and Distribution of Medical Countermeasures*. RAND (WR-661-DHHS). http://www.rand.org/pubs/working_papers/WR661.html
- Parker A, S Shelton, P Dreyer, **C Nelson**, E Chan, A Maletic, M Lewis. 2009. *Decision-Making Modules for the RSS-POD Supply Management Game: A Game-Based Assessment of Crisis Decision Making During Inventory Management and Distribution of Medical Countermeasures*. RAND (WR-692-CDC). http://www.rand.org/pubs/working_papers/WR692.html

SELECTED OTHER TECHNICAL REPORTS AND WORKING PAPERS

- Nelson C**, J Ranney, C Cantu. “Combining Human Factors and Engineering Research to Improve the Effectiveness of Research to Reduce Grade Crossing and Trespasser Fatalities.” *Research Results (forthcoming)*, U.S. Federal Railroad Administration.
- Nelson C**, J Ranney, C Cantu. 2015. *A Program Management Plan for Joint TCC-HF Research on Trespassing and Grade Crossing Accidents*. Unpublished document. U.S. Federal Railroad Administration
- Stoto M, **C Nelson**, T Klaiman. 2013. *Getting from What to Why: Using Qualitative Methods in Public Health Systems Research*. Academy Health Research Report. <http://www.academyhealth.org/files/publications/QMforPH.pdf>
- Stoto MA, **C Nelson**, et al. 2012. *Measuring and Assessing Public Health Emergency Preparedness: A Methodological Primer*. Harvard School of Public Health White Paper. Cambridge MA, July 2012. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2886349
- Nelson C** & G Miron. Exploring the correlates of success in Pennsylvania charter schools. 2005. National Center for the Study of Privatization in Education, Occasional Paper, No. 105. New York: Teachers College, Columbia University. <https://pdfs.semanticscholar.org/5759/e146b197d7a9d8ecddf619825c65b79e3a78.pdf>
- Ranney J & **C Nelson**. 2004. *The Efficacy of Behavior-Based Safety in the U.S. Railroad Industry: Evidence From Amtrak-Chicago*. Washington, DC: U.S. Department of Transportation.

- Nelson C** & K Hollenbeck. 2003. Does Charter School Attendance Improve Test Scores?: Comments and Reactions on the Arizona Achievement Study. W.E. Upjohn Institute Staff Working Paper No. 01-70. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research.
- Nelson C.** 2003. *A Prospective Evaluation of the Effectiveness of Behavior-Based Safety in the Railroad Industry: Estimates and Extrapolations from Other Industries.* March, 2003. Kalamazoo, MI: The Evaluation Center.
- Ranney J, **C Nelson**, J Mozenter. *Impact of Safety Rules Revision on Incident Rates, Liability Claims, and Safety Culture in the U.S. Railroad Industry.* Washington, DC: U.S. Department of Transportation.
- Miron G, **C Nelson**, J Risley & C Sullins. 2002. *Strengthening Pennsylvania's Charter School Reform: Findings from the Statewide Evaluation and Discussion of Relevant Policy Issues.* October, 2002. Kalamazoo, MI: The Evaluation Center.
- Nelson C** & G Miron. *The Evaluation of the Illinois Charter School Reform: Final Report.* July, 2002. Kalamazoo, MI: The Evaluation Center
- Nelson C** & E Applegate. 2002. *Developing and Cross-State Comparable Method of Measuring Student Achievement in Charter School.* The Evaluation Center: Kalamazoo, MI.
- Rogers R, **C Nelson**, B Nathan. 2002. *Workforce Needs and Student Achievement: The Southwestern Pennsylvania Careers Skills Study.* Pittsburgh, PA: Pittsburgh Technology Council.
- Nelson C** & G Miron. 2001. *The Evaluation of Illinois Charter Schools: Year Two Report.* October 2001. Kalamazoo, MI: The Evaluation Center.
- Miron G & **C Nelson.** 2001. *The Evaluation of the Pennsylvania Charter School Reform: Interim Report.* October, 2001. Kalamazoo, MI: The Evaluation Center.
- Miron G & **C Nelson.** "Student academic achievement in charter schools: What we know and why we know so little." 2001. National Center for the Study of Privatization in Education, Occasional Paper, No. 41. New York: Teachers College, Columbia University.
- Miron G, **C Nelson**, C Sullins. 2001. *Strengthening Cleveland Community Schools Through Accountability and Evaluation.* June 2001. Kalamazoo, MI: The Evaluation Center.
- Miron G & **C Nelson.** 2000. *Accountability in Exchange for Autonomy: The Initial Evaluation of Pennsylvania Charter Schools.* October 2000. Kalamazoo, MI: The Evaluation Center.
- Horn J, G Miron, **C Nelson.** *An Evaluation of the Michigan Charter School Initiative: Performance, Accountability, and Impact.* July 2000. Kalamazoo, MI: The Evaluation Center.
- Nelson C.** 1999. Regional Education Index, 1999: Technical Appendix. August 1999. Pittsburgh, PA: Education, Issues and Policy Center
- Nelson C.** 1998. *Struggling Readers in Allegheny County: Is There a Literacy Deficit?* October 1998. Pittsburgh, PA: Allegheny Policy Council for Youth and Workforce Development.
- Nelson C.** 1990. *Illinois' Civic Centers: A Fiscal and Political Analysis.* Springfield, IL: Taxpayers' Federation of Illinois.
- Nelson C.** "A Primer on Campaign Finance." 1989. *First Reading* (Journal of the Illinois General Assembly). Vol. 4, April 1989.
- Nelson C.** "State Legislative Career Paths." 1989. *First Reading* (Journal of the Illinois General Assembly). Vol. 4, February 1989.

CONTRACTS AND GRANTS AS PRINCIPAL INVESTIGATOR

2019-2020 **Principal Investigator. Concepts in Public Health Policy Analysis.** Sponsor: US Centers for Disease Control and Prevention, (\$250,000). Working in partnership with CDC, this project is producing four manuscripts on foundational concepts for using evidence in

public health policy analysis, including: (a) foundational concepts, (b) understanding the importance of an how to identify policy core components, (c) identifying the policy milieu (environment), and (d) using systems thinking for public health policy development.

- 2019 **Principal Investigator. Trend Analysis for an Emerging Field of System Stewards.** Sponsor: ReThink Health, (\$30,000). This project is providing a light scan of emerging trends in multi-sectoral regional health system leadership (“stewardship”) through interviews and focus groups with leading practitioners and extraction of themes from academic/grey literature and media sources.
- 2018-2021 **Principal Investigator. Incident Management Systems (IMS): Promising Measures of Performance and Effectiveness.** Sponsor: U.S. Centers for Disease Control and Prevention, (\$1,249,941). The project is developing a conceptual framework for incident management of health-related incidents and developing and testing measures and toolkits for select constructs in that framework.
- 2018-2019 **Co-Principal Investigator. Reviewing the literature and evidence on the relationship between civic engagement and health.** Sponsor: Robert Wood Johnson Foundation, (\$200,000). The project reviews, summarizes, and characterizes the current evidence base on the relationship between civic engagement and health and (2) identifies potential implications for the Robert Wood Johnson’s Foundations grant-making and programming efforts.
- 2018-2019 **Co-Principal Investigator. Updating the Costs of Compliance with California’s Hospital Safety Standards.** Sponsor: California Hospital Association, (\$360,000). This project updated earlier estimates of the compliance costs to hospitals associated with the state’s seismic safety requirements and assesses alternative approaches for accomplishing the goals of the policy.
- 2018 **Co-Principal Investigator. Strategic Plan for Zhejiang University Academic Medical Center.** Sponsor: Zhejiang University, (\$80,000). This project developed a recommended strategy and governance model for a new world-class academic medical center that combines new facilities with existing departments and hospitals.
- 2018-2019 **Co-Principal Investigator. The Economic Value of NIOSH Research and Services II.** Sponsor: National Institutes of Occupational Safety and Health, (\$213,893). This report builds upon an earlier project to further elaborate an approach for estimating economic benefit of research and services at the National Institute for Occupational Safety and Health (NIOSH), using additional case studies in different investment domains.
- 2018-2022 **Co-Principal Investigator (subcontract to University of Michigan). Enhancing Prehospital Outcomes for Cardiac Arrest (EPOC).** Sponsor: National Institutes of Health, (\$697,552). This project lays the foundation for future quality improvement efforts in out-of-hospital cardiac arrest survival by identifying, understanding, and validating ‘best practices’ adopted by top-performing EMS agencies to address these life-threatening events as well as potential barriers to their implementation. Leading RAND team to provide expertise in systems analysis, statistics, and survey methodology to UM principal investigators.
- 2017 **Co-Principal Investigator. The Economic Value of NIOSH Research and Services I.** Sponsor: National Institutes of Occupational Safety and Health, (\$213,893). This report presents and illustrates an approach for estimating economic benefit of research and services at the National Institute for Occupational Safety and Health (NIOSH), using three case studies.
- 2016-2017 **Principal Investigator. Organizing the Healthcare System for High Consequence Infectious Diseases.** Sponsor: US HHS, Office of Assistant Secretary for Preparedness and Response, via subcontract to MITRE, (\$379,986). Project to determine whether a tiered, regionalized system for the care for infectious diseases (SOCID) is necessary and feasible, and

(if indicated) propose a model of how (conceptually) such a system might be organized, governed, evaluated, and sustained.

- 2015-2018 **Co- Investigator. Developing Infectious Disease Response Capabilities and Workforce Competencies for EU Member States.** Sponsor: European Centre for Disease Prevention and Control. Contributed to two concept papers, one defining essential Member State capacities and capabilities for addressing cross-border infectious disease outbreaks, the other proposing an initial set of workforce competencies for officials working at the national level. Developed and delivered pilot version of training module on coordination and communication.
- 2015-2016 **Principal Investigator. After Action Reviews as Model for Rapid-Cycle Learning Tool in Social Policy.** Sponsor: Robert Wood Johnson Foundation, \$25,000. Reviewed lessons learned on the use of after action reviews in the military, disaster response and other fields and explored the approach's utility in social policy.
- 2015-2016 **Principal Investigator. Quality Improvement as a Model for Rapid-Cycle Learning Tool in Social Policy.** Sponsor: Robert Wood Johnson Foundation, \$25,000. Reviewed lessons learned on the use of quality improvement methods in education and technology development and explored the approach's utility in social policy.
- 2014-2018 **Principal Investigator. Management of the National Health Security Preparedness Index: Managing, Expanding, and Learning from the NHSPI.** (Sponsor: Robert Wood Johnson Foundation, subcontract to University of Kentucky; \$150,000. Led a technical advisory committee composed of national subject matter experts and providing other analytical support in development of the next phase of national index of health system readiness to address disasters.
- 2015 **Principal Investigator. A New Governance and Management System for the University California Health System.** Sponsor: Regents of the University of California; \$160,000. This project supported the efforts of the Senior Vice President of Health Sciences and Services in establishing a new governance and management structure for UC Health that provides the ability to respond to the rapidly changing market and to position UC Health as an efficient and high-quality market option.
- 2013-2014 **Principal Investigator. Supporting the Development of In-House Analytical Capability in the Federal Voting Assistance Program.** Sponsor: U.S. Department of Defense, Federal Voting Assistance Program; \$795,000. Develop metrics and analytics to support real-time assessment of the effectiveness of Federal Voting Assistance Program (FVAP) on voter success rate among the uniformed and overseas citizens.
- 2013-2014 **Principal Investigator. Developing and Implementing a Process for Coordinating Engineering and Human Factors R&D on Railroad Grade-Crossing Accidents.** Sponsor: U.S. Department of Transportation, Volpe National Transportation Systems Center; \$46,000. Worked collaboratively with stakeholders to develop a coordinated R&D agenda for engineering and human factors divisions. Also, provides recommendations and capacity-building support for implementation and continuous improvement of the agenda.
- 2011 **Co-Principal Investigator. Continuity of Operations Plan (COOP) Improvement for Public Health Laboratories.** Sponsor: Association of Public Health Laboratories; \$85,000.
- 2010-2011 **Principal Investigator. Evaluation of the Cities Readiness Initiative II.** Sponsor: U.S. Centers for Disease Control and Prevention, Office of Public Health Preparedness and Response; \$496,898. Conducted follow-up study to earlier national evaluation of CRI; included analysis of quantitative data, case studies.

- 2009-2010 **Co-Principal Investigator. Evaluating and Selecting Preparedness Indicators for Healthy People 2020.** Sponsor: U.S. Department of Health and Human Services, Office of the Assistant Secretary of Health; \$157,335. Developed initial health preparedness indicators for HP2020 and evaluate these proposed indicators for Healthy People 2020.
- 2008-2010 **Principal Investigator. Improving Health Departments' Abilities to Receive, Distribute, and Dispense Strategic National Stockpile (SNS) Medical Materiel.** Sponsor: U.S. Centers for Disease Control and Prevention, Coordinating Office of Terrorism Preparedness and Emergency Response, Division of Strategic National Stockpile; \$800,000. Developed (a) recommended minimal infrastructure standards for distribution of medical countermeasures; (b) a computer simulation-based tool for assessing crisis decision-making in SNS inventory management; and (c) a proposed approach for rolling up local performance data to state-level aggregate scores
- 2007-2009 **Principal Investigator. Developing Measures and Tools to Evaluate Public Health Emergency Preparedness.** Sponsor: U.S. Centers for Disease Control and Prevention, Coordinating Office of Terrorism Preparedness and Emergency Response, Division of State and Local Readiness; \$1,415,000. Developed measures of biosurveillance, crisis and emergency risk communication (CERC), incident management for the CDC's PHEP Cooperative Agreement.
- 2007-2008 **Principal Investigator. External Evaluation of the Cities Readiness Initiative** Sponsor: U.S. Centers for Disease Control and Prevention, Coordinating Office of Terrorism Preparedness and Emergency Response; \$477,000. Assessed the extent to which the CRI program has improved (a) the quality of mass prophylaxis planning and (b) preparedness to prophylax large cities in the event of a bioterrorist attack.
- 2007-2008 **Co- Principal Investigator. Improving Assessment Methods for the Strategic National Stockpile Program II.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$813,000. Pilot tested assessments previously developed for the SNS program and developed new assessment of crisis decision-making.
- 2007 **Principal Investigator. Safety Committees in Pennsylvania: Issues and Impacts.** Sponsor: RAND Center for Health and Safety in the Workplace; \$75,000. Evaluated the structure, operations, and impact of the Commonwealth policy of providing discounts in Worker's Compensation premiums to firms maintaining site-level safety committees.
- 2005-2006 **Co-Principal Investigator (with John Mendeloff). Small Businesses and Workplace Fatality Risk: Problems and Prospects.** Funder: Ewing Marion Kauffman Foundation; \$475,000. Provided an epidemiological analysis of workplace fatalities, focusing on differences by firm-and establishment-size, and provide policy recommendations
- 2005 **Technical Assistance to the North American Rail Alertness Partnership.** Funder: U.S. Department of Transportation Volpe National Transportation Systems Center. Facilitated a formative evaluation process to help the members of NARAP generate, assess, and prioritize alternative strategies for disseminating and encouraging the use of fatigue management by key stakeholders through a web site.
- 2004 **Principal Investigator. Formative Evaluation of the Jewish Healthcare Foundation's Medical Safety Training Program.** Sponsor: Jewish Healthcare Foundation; \$38,000. Addressed whether the program was (a) appropriately targeted, (b) professionally relevant, (c) delivered effectively, and (d) produced desired student outcomes.
- 2002-2004 **Principal Investigator. Evaluating the Potential Success of Behavior-Based Safety Strategies in the Railroad Industry.** Sponsor: United States Department of Transportation, Federal Railroad Administration; \$160,000. Assessed merit of current and

future investments in behavior-based safety (BBS) interventions, including reanalysis of extant impact data, evaluation of rival BBS approaches, and evaluation of a pilot implementation.

- 2001-2002 **Principal Investigator. Evaluation of Safety Rules Consolidation Efforts** Sponsor: Federal Railroad Administration and John A. Volpe National Transportation Systems Center; \$70,000. Assessed impact of an extensive rulebook consolidation project and related attempts to instill a culture of safety among railroad workers.
- 2000-2002 **Principal Investigator. Determining the Effectiveness of Illinois' Charter Schools.** Sponsor: Illinois State Board of Education; \$160,000. Comprehensive evaluation of Illinois' charter school law, with a special focus on implementation issues, student achievement, and the diffusion of innovation from charter school to traditional public schools.
- 2001-2003 **Co-Leader. An Evaluation of Pennsylvania Charter Schools.** Sponsor: Pennsylvania Department of Education. Legislatively-mandated evaluation, focusing student achievement, student and parent satisfaction, development of innovative practices, competitions and choice, equity, accountability, and professional opportunities for teachers.
- 1999-2000 **Principal Investigator. Regional Education Information Systems Project.** Sponsor: Education, Policy and Issues Center, Pittsburgh, PA. Served as faculty director for project to create a relational database and user-friendly interface based on Pennsylvania educational performance indicators.
- 1998-2001 **Principal Investigator. Careers Skills Study.** Funder: Allegheny County Commission for Workforce Excellence; funded by the Richard King Mellon Foundation and by the Grable Foundation, Pittsburgh, PA. Cross-sectional assessment of the workforce readiness of 10th, 12th, and 14th graders in the 9-county region of southwestern Pennsylvania.
- 1999 **Principal Investigator. Regional Education Index.** Sponsor: The Working Together Consortium, Pittsburgh, PA. Annual benchmarking study of educational performance in Southwestern Pennsylvania.
- 1989-1990 **Principal Investigator. Illinois' Civic Centers: A Fiscal and Political Analysis.** Funder: Taxpayers' Federation of Illinois, Springfield, IL. Fiscal, political and historical analysis of the Illinois Civic Center Support Act.

PROJECTS AS PROJECT DIRECTOR UNDER A MASTER CONTRACT

- 2018 **Sector Lead, Health, Social Services, Education. Hurricane Recovery Plan for Puerto Rico.** Sponsor: U.S. Department of Homeland Security, Federal Emergency Management Agency. Developed sections of a larger recovery plan focused on health, public health, safety, social services, environmental health, education, workforce development, and other related areas. Conducted systems analysis, stakeholder outreach, SME consultations. Submitted plan to Puerto Rico Governor's Office, which they adapted and submitted to US Congress pursuant to a statutory requirement.
- 2015-2016 **Director. Developing Performance Measures on Healthcare Coalition Surge Capacity.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$350,000. Developed and pilot tested scalable game-based assessment of healthcare coalition surge capacity.
- 2015 **Director. Assessing the Applicability of Behavioral Economics to U.S. National Health Security.** Sponsor: U.S. Department of Health and Human Services; \$191,753. Leading an assessment of ways in which principles and interviews from behavioral economics could be used to improve state/local efforts to improve readiness for the health consequences of disasters, terrorism, and other critical incidents.

- 2014-2016 **Director. Development of a Peer Assessment Tool for Mass Casualty Incidents II.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$349,994. Follow-on work to develop a peer assessment tool for healthcare coalitions.
- 2013-2014 **Director. Development of a Peer Assessment Tool for Mass Casualty Incidents.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$250,000. Developed and pilot tested scalable tool for peer assessment of hospital response to mass casualty incidents.
- 2011-2012 **Director. Developing Performance Measures on Hospital Surge Capacity.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$500,000. Developed and pilot tested scalable game-based assessment of health facility surge capacity.
- 2013-present **Co-Director. Developing a National Implementation Plan for the National Health Security Strategy.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$250,000.
- 2010 **Co-Project Director. Developing Performance Measures, Reporting Frameworks and a Research Agenda for the National Health Security Strategy.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$1.6 million. Led multi-team project that developed performance measures, public reporting template and draft, documentation on key capabilities.
- 2007-2008 **Co-Project Director. Technical Assistance in Developing a Research Agenda for Local and State Public Health Emergency Preparedness.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$417,000. Developed a clear, feasible, and operational strategy for ensuring the development of a PHEP evidence base, including a prioritized list of focal research areas, guidance on standards of proof, and recommendations on the implementation of a research agenda.
- 2006-2008 **Co- Project Director. Developing Minimal Municipal Infrastructure Standards for Dispensing Medical Countermeasures Against Microbes Associated With Public Health Emergencies That Are Terrorist-Induced or Naturally Occurring and Potentially Catastrophic.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$594,000. Developed evidence-based recommended minimal standards on (a) number of geographic distribution of suitable facilities; (b) capacity to muster sufficient personnel, (c) security, and (d) intra-POD operations.
- 2006-2007 **Project Director. Defining Public Health Emergency Preparedness.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$197,000. Facilitated an expert panel to develop a simple, comprehensive, and measurable conceptualization of preparedness to help streamline and unify policy guidance and performance measures.
- 2005-2006 **Project Director. Improving Assessment Methods for the Strategic National Stockpile Program.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$201,000. Developed and improved system for assessing state and local readiness to receive, distribute, and dispense medical countermeasures from the Strategic National Stockpile.
- 2004-2005 **Project Director. Improving Performance Accountability Systems for Public Health Emergency Preparedness.** Sponsor: U.S. Department of Health and Human Services, Assistant Secretary for Preparedness and Response; \$251,000. Assessed current and recent

CDC bioterrorism grant guidance and recommended a framework to guide improvements to guidance and performance assessments.

UNIVERSITY TEACHING EXPERIENCE

Policy Analysis and Evaluation Methods

- 2020-present **Resilience, Reliability, and Response in Complex Systems: Lessons from Disaster Risk Management.** Pardee-RAND Graduate School. Multidisciplinary PhD-level seminar that applies concepts from the social and behavioral science, public health engineering, and cybersecurity to understand disaster risk management (DRM).
- 2012-present **Performance Measurement: Social, Behavioral, and Political Science Perspectives on Design and Implementation.** Pardee-RAND Graduate School. Multidisciplinary PhD-level seminar on performance measurement both as a means to represent systems and as a strategy for changing and improving systems.
- 2012-present **Social and Behavioral Science Perspectives on Human Systems.** Pardee-RAND Graduate School. Co-taught multidisciplinary PhD-level core course in social and behavioral science perspectives on policy analysis.
- 1999-2000 **Applied Systems Analysis/Group Master's Projects.** Carnegie Mellon University/Heinz School of Public Policy Master of Public Policy Program. Served as faculty adviser for year-long master's project that designed IT-based performance tracking system for a Pittsburgh-based nonprofit.
- 1997-1998 **Empirical Research Methods.** Carnegie Mellon University Information and Decision Support Systems Program. Descriptive and inferential statistics, measurement, comparison group design, communicating findings with end users.
- 1996 **Regression Methods and Program Evaluation.** University of North Carolina Chapel Hill Master of Public Administration Program. Comparison group design, applied multivariate regression, time series analysis.
- 1995 **Quantitative Methods for Public Administrators and Planners.** University of North Carolina Chapel Hill Master of Public Administration Program. Descriptive and inferential statistics, measurement, comparison group design, etc.

Policy Studies and Political Science

- 2012 **Policy Formulation and Implementation.** University of Southern California, School of Policy, Planning, and Development. The agenda-setting and policymaking process, design of feasible implementation plans.
- 1999-2000 **Policy and Politics.** Carnegie Mellon University/Heinz School of Public Policy Master of Public Policy Program. The policymaking process, external influences on policymaking, political feasibility analysis, applications to real-world cases.
- 1999-2000 **The Political Economy of Regulation.** Carnegie Mellon Department of Social and Decision Sciences. Political, economic, and technical influences on the regulatory policymaking process.
- 1998, 1995 **The Politics of the Presidency/Executive Politics.** Carnegie Mellon Department of Social and Decision Sciences; University of North Carolina at Chapel Hill Department of Political Science. Structure, function, and impacts of the office of the presidency, interactions with executive branch agencies, congress, courts.

- 1995 **Congress, the Presidency, and Public Policy.** North Carolina State University Department of Political Science. Case-based analysis of the interplay between the 3 branches of government, media, interest groups and other influences on national policymaking.
- 1995-1997 **Introduction to American Politics and Government.** University of North Carolina at Chapel Hill Department of Political Science; North Carolina State University Department of Political Science. The basic introductory course with practical applications of basic game theory and social choice theory concepts (e.g., Prisoner's Dilemma, Arrow's Theorem, median voter theory, etc.).

Ethics/Normative Theory

- 1994 **Political Theory and Public Policy.** University of North Carolina at Chapel Hill Department of Political Science. Ancient and modern perspectives on rights and virtues through reading Plato, Cicero, Locke, Burke, and Mill; case-based applications to contemporary policy issues.

Dissertation Committees

- Dissertation Committee Chair. Jeremy Boback. "Understanding the Adoption of Wellbeing as a Policy Goal and Assessing its Potential for Diffusion among American Cities." Pardee-RAND Graduate School. 2017-present.
- Dissertation Committee member. David Catt. "Governance and Financial Performance of Water Utilities in the U.S." Pardee-RAND Graduate School. 2019-present.
- Dissertation Committee member. Sohaela Amiri. "Advancing U.S. foreign policy through city diplomacy." Pardee-RAND Graduate School. 2019-present.
- Dissertation Committee member. Keren Zhu. "Towards a Performance Measurement System for the Belt and Road Initiative." Pardee-RAND Graduate School. 2019-present.
- Dissertation committee member, Natalie Lacerino-Paquet. "Policy Regimes and Markets: The Impact of State Policies on Charter Schools' Service to Disadvantaged Students." The George Washington University. 2004.

Professional Workshops and Trainings

- 2016 **Testing Healthcare Coalition Surge Capabilities : A No-Notice, Minimal Burden Tool.** Training workshop at the NACCHO Public Health Emergency Preparedness Summit. Dallas TX, April 19-22, 2016.
- 2015 **Testing Hospital Surge: A No-Notice, Minimal Burden Tool.** Training workshop at the NACCHO Public Health Emergency Preparedness Summit. Atlanta, GA. April 17-20, 2015.
- 2012 **What Do You Mean "No Notice"?** Presented at Integrated Medical, Public Health, Preparedness and Response Training Summit. Nashville, TN. May 25, 2012.
- 2009 **Using Operational Exercises for Performance Measurement.** Presented to U.S. Department of Homeland Security policy staff. Arlington, VA. Nov 16-20, 2009.
- 2008 **Making Performance Measurement Work in Organisations.** Knowledge Institute Evaluation Workshop Series, Wellington, New Zealand. March, 2008.
- 2008 **From Data to Knowledge (and on to Action): Building Learning Capacity in your Organisation.** Knowledge Institute Evaluation Workshop Series, Wellington, New Zealand. March, 2008.
- 2007 **Performance Measurement: Strategies and Tools.** Knowledge Institute Evaluation Workshop Series, Wellington, New Zealand. March, 2007.

- 2007 **Improving the Impact of Performance Measurement and other Evaluative Information in Education Policy Decision Making.** Knowledge Institute Evaluation Workshop Series, Wellington, New Zealand. March, 2007.
- 2004 **Program Evaluation Tools and Methods in Transportation Research.** Workshop at the annual meeting of the Transportation Research Board, Washington, DC, January 11, 2004.
- 2002 **The Role of Rigor in Evaluations, With Implications for Planning.** Workshop given to the WMU Evaluation Center Summer Institute (sponsored by the National Science Foundation), June 2002).
- 2002 **The Qualitative-Quantitative Decision: Technical, Organizational, and Political Dimensions.** Workshop given to the WMU Evaluation Center Summer Institute (sponsored by the National Science Foundation, Jun 2001.
- 2001 **Planning for Quantitative Evaluations.** Workshop given to the WMU Evaluation Center Summer Institute (sponsored by the National Science Foundation, Jun 2000.