

# Andrew Ballard, PhD

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## Education

### **RUTGERS UNIVERSITY**

**PhD – Public Administration (Performance Management, Budgeting/Finance)**

*Dissertation – Performance Management or Symbolic Adoption: Mandating Performance Measurement in Public Health, 2018*

- *Winner – Outstanding PhD Student*

### **CENTRAL EUROPEAN UNIVERSITY**

**Certificate in Program Evaluation – Logic Models & Randomized Control Trials**

2016

### **UNIVERSITY OF DETROIT MERCY**

**Masters of Arts – Financial Economics**

2013

### **CENTRAL MICHIGAN UNIVERSITY**

**Bachelors of Science – Economics, Public Administration**

2011 (Cum Laude)

## Professional Experience

### **MANAGING DIRECTOR – National Center for Public Performance, Newark, NJ (1/1/15 - )**

- Performance measurement/management consulting
- Supervise graduate student thesis projects
- Organize annual public performance measurement conference (2015, 2016, 2017)
  - Recruited Gov. Martin O'Malley as Keynote speaker in 2017
- Developed and implemented performance measurement software system

### **LECTURER – Rutgers University School of Public Affairs and Administration (1/1/15- )**

- Course content design.
- Delivering course material in person and online.
- Mentoring students on thesis and capstone research.
- Grading and classroom management.
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### **EXECUTIVE DIRECTOR (PI) – Public Health Data and Innovation Institute (05/01/17- )**

- Specialized in the study of public health operational data collection and use.
- Evaluate public health performance systems.
- Advocate for public health data usage and performance system development.
- Partner with state, county, and local health agencies to provide technical support and training.

### **SENIOR DATA ANALYST FOR CAPITAL MARKETS – United Shore Financial Services, Troy, MI (1/10/12 – 8/1/14)**

- Market research and internal business metrics analysis
- Hedge position analysis
- Loan level data/risk analysis
- Company/Mortgage product performance
- Financial product development

## Computer Skills

**Advanced MS Excel   SQL   Python   R   HTML   C++   JavaScript   Stata**

## **Research Interests**

Performance Information Use, Behavioral Research, Performance Contracting, Performance Management, Public Management, Public Health Management, Evidence-Based Policy.

## **Research Publications**

Holzer, M., Ballard, A., Kim, M., Peng, S., & Deat, F. (2017). Obstacles and opportunities for sustaining performance management systems. *International Journal of Public Administration*, 41(2), 1-13.

Ballard (2018). Sustaining High Performing Bureaucracies. *Global Encyclopedia of Public Administration, Public Policy, and Governance*.

## **Book Chapters**

Ballard, A (2015). Chapter 7: Public Performance. In Marc Holzer (Ed.), *Public Administration: An Introduction, 2<sup>nd</sup> Edition*. Routledge Publications

Ballard, A (Forthcoming). Chapter 2: State of Information Privacy and Security: Principles, Trends, and Concerns. In Aroon P. Manoharan (Author), *Introduction to EGovernment, 1<sup>st</sup> Edition*. Routledge Publications

## **Manuscripts Under Development**

1. Holzer, M & Andrew Ballard: “Post-Factual” Evidence: A New Era or Evidence of Counter-Cultural Desperation? – *Current Status: Editorial Review, Public Performance & Management Review*
2. Ballard, A; Fuenzalida, J & Gregg G. Van Ryzin: Motivated Reasoning in Public Managers’ Interpretation of Performance Data
3. Andrew Ballard: Equivalency Framing Effects in Public Health Performance Information
4. Andrew Ballard: Experimentally Testing the Visual Display of Public Health Performance Data
5. Andrew Ballard: Performance-Based Contracting – Towards a Definition
6. Andrew Ballard: Factors Influencing the Use of Performance-Based Contracting

## **Academic Presentations**

2017 NECoPA. Burlington, VT, *Collaborative Performance Measurement in New Jersey Public Health*.

2017 SECoPA. Hollywood, FL, *Performance Management or Symbolic Adoption – Mandating Performance Measures in New Jersey Public Health*.

2017 ASPA National. Atlanta, GA, “Post-Factual” Evidence: A New Era or Evidence of Counter-Cultural Desperation? (with Marc Holzer, PhD).

2016 NECoPA. Harrisburg, PA, *Punctuated Expenditures: Comparing Budget Volatility in Manager and Mayoral Cities* (with Cleopatra Charles, PhD).

Rutgers SPAA Research Colloquium, *Data-Driven Decision-Making or Symbolic Adoption: The Case of New Jersey Local Health Departments*.

## **Other Presentations**

Young Government Leaders Association – New York, *Agendas for Performance Management in the Trump Administration*, March 6<sup>th</sup>, 2017

Young Government Leaders Association – New York, *Behavioral Limitations to Performance Management Use in Government*, December 11<sup>th</sup>, 2017

## **Editorial Contributions**

Contributing Columnist – ASPA PATimes Magazine

- February, 2017: “Political Appointments and Government Performance: What Can Be Done?”
- March, 2017: “Interpreting Performance Information: Why it Matters”
- April, 2017: “Legislating Performance: Does Mandated Performance Measurement Really Work?”
- October, 2017: “The Landscape of Performance Measurement Education.”
- January 2018: “The Dynamics of Performance Management in Public Health.”

## **Courses Taught**

### **Rutgers University**

Performance Management in Public and Non-Profit Organizations (MPA). Rutgers University School of Public Affairs and Administration. Summer 2015

Applied Research Design (MPA). Rutgers University-Newark School of Public Affairs and Administration. Fall 2016, Summer 2017, Fall 2017 (Online & On-the-Ground)

MPA Capstone. Rutgers University-Newark School of Public Affairs and Administration. Spring 2017, Fall 2017 (Online & On-the-Ground).

Quantitative Methods. Rutgers University-Newark School of Public Affairs and Administration. Certified Public Manager Program. Fall 2015, Spring 2016, Summer 2016, Spring 2017.

Strategic Performance Management. Rutgers University-Newark School of Public Affairs and Administration. Certificate in Strategic Performance Management Program. 2015-Present. (Online)

## **Professional Associations**

- American Society for Public Administration
- New Jersey League of Municipalities
- Mid-Atlantic StatNet
- Socrata Community of Practice

## **Commissioned Projects/Research**

Andrew Ballard. 2017-2018. Local Health Department Data Collection and Reporting Evaluation. New Jersey Department of Health.

Andrew Ballard. 2016-2017. Local Health Evaluation Report Policy Analysis and Reform Recommendations. New Jersey Department of Health.

Andrew Ballard. 2015. Road Salt Policy Analysis and Effectiveness Study. Bergen County, NJ.

Andrew Ballard. 2011. Bi-Annual Evaluation of Department Internal Controls. Michigan Department of Environmental Quality, Lansing, MI.

## **Special Appointments**

Advisor - NOAA Sea Grant Program Economic Impact Evaluation Committee, National Oceanic and Atmospheric Administration, 2017-2018.

NASPAA MPA Self-Study Committee, Rutgers School of Public Affairs and Administration, Logic Model Design, 2017

Dean search committee, Rutgers University-Newark School of Public Affairs and Administration, 2016

## **External Funding Raised**

*Total External Funding Raised - \$246,002.50*

(PI) Rutgers University & Newark Community Council Seed Grant Program – New Jersey Public Health Data and Innovation Initiative, May 2017: *\$54,400.00*

Robert Wood Johnson Foundation – Evaluation of Performance Management Structure of New Jersey Department of Health, May 2016: *\$15,750.00*

Various Local/State/Federal Governments - Performance Management Training Contracts, 2015-2017: *\$150,892.50*

(PI) Rutgers University-Newark Professional Development Fund (Research grant) – New Jersey Public Health Data, June 2016: *\$500.00*

Performance Management Conference Sponsorships & Revenue (2015, 16, 17): *\$24,960.0*

## **Other Activities**

Organizer – 2015,16,17 Public Performance Conference. 2016 ASPA Teaching Public Administration Conference

Capstone Supervisor, Rutgers University-Newark MPA Program. Summer 2015, Fall 2015, Spring 2016

PMRA Conference 2017 – PhD Student Manuscript Review Workshop

Designed, built, and maintain Rutgers University National Center for Public Performance website – [www.RutgersNCPPE.org](http://www.RutgersNCPPE.org)

## **Volunteer Activities**

Academic mentor – Harlem Educational Activities Fund, Fall 2014 – Spring 2015

First generation college student mentor – Newark College Initiative, Spring 2016