Andrew Ballard, PH.D.
(810) 429-8242
Balla1ap@gmail.com

Education

RUTGERS UNIVERSITY
> **PhD – Public Administration (Performance Management, Budgeting/Finance)**
> *Dissertation – Performance Management or Symbolic Adoption: Mandating Performance Measurement in Local Public Health,* 2018
> **Winner – Outstanding PhD Student Award 2018**

UNIVERSITY OF DETROIT MERCY
> **Masters of Arts – Financial Economic,** 2013

CENTRAL MICHIGAN UNIVERSITY
> **Bachelors of Science – Economics, Public Administration,** 2011

Professional Experience

SR. RESEARCH & EVALUATION SPECIALIST – U.S. Department of State, Undersecretary for Public Diplomacy & Affairs, Washington, D.C. (02/04/19-)

TECHNICAL CONTRIBUTIONS
- Design and conduct field research including opinion polling and policy impact studies.
- Design and conduct on-site and online training in performance monitoring and evaluation techniques for embassy personnel.
- Consult with embassy personnel to design, implement, and improve performance monitoring and evaluation systems in U.S. embassies abroad.
- Conduct background research on issues important to public diplomacy and embassy personnel.

ORGANIZATIONAL & LEADERSHIP CONTRIBUTIONS
- Design, issue, and manage contracts for international research projects with third party research firms.
- Work with Public Diplomacy staff to improve performance monitoring tools.

MANAGING DIRECTOR – National Center for Public Performance, Newark, NJ (9/8/14-)

TECHNICAL CONTRIBUTIONS
- Provide analysis services for local, county, state governments to identify trends, performance deficits, perform root cause analysis.
- Advise governments and nonprofits on strategic planning process and the integration of performance data and targets into their planning and evaluation framework.
- Design and reform reporting systems for public and nonprofit agencies. Create dashboard, ad hoc reports, report dissemination and utilization protocols.
- Performance program and process evaluations to improve efficiency and quality of public and nonprofit services. Utilizing social science and economic research design methods, including statistical modeling, randomized control trials, natural experiments, and qualitative research. Designing process improvements using Lean six Sigma techniques.

ORGANIZATIONAL & LEADERSHIP CONTRIBUTIONS
- Organize annual public performance measurement conference (2015, 2016, 2017). Conference achieved a 34% increase in attendance from 2015 to 2017. Speakers and panels focus on the design and implementation of performance management and data utilization systems in the public and nonprofit sector.
- Developed, launched, and teach a professional development certificate program focused on designing and implementing performance management systems in public and nonprofit organizations. 143 graduates as of February 2018. Curriculum includes strategic planning, performance target creation, data collection and reporting, change management, and process improvement techniques.
- Improved outreach efforts to increase the number of governments and nonprofits the center interacts with in a training and research capacity.

- Design and conduct fundraising. Preparing research proposals, grant applications, and joint research ventures.
- Train graduate students in performance management and evaluation techniques. Supervise MPA and MPH students in capstone and fieldwork assignments.
- Lead team of data analysts focused on government performance that perform programmatic evaluations of operational effectiveness and service quality.

LECTURER – Rutgers University School of Public Affairs and Administration (9/8/14-)
- Course content design.
- Delivering course material in person and online.
- Mentoring students on thesis and capstone research.
- Courses Taught: Applied Statistics, Applied Research Design, Performance Management, Public Economics, Managing Public Organizations

FOUNDING DIRECTOR – Public Health Data and Innovation Institute (05/01/16-)

TECHNICAL CONTRIBUTIONS

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

ORGANIZATIONAL & LEADERSHIP CONTRIBUTIONS

- Founded research center through a Robert Wood Johnson seed grant in 2016. Join partnership between Rutgers University School of Public Affairs and Administration, Rutgers School of Public Health, and New Jersey Department of Health.
- Seek funding through grants, training, and contracted research.
- Serve as administrative director of research center. Recruit, hire, train, and manage graduate researchers and research assistants. Develop and operationalize strategic director of center. Liaise with university and State of New Jersey leadership.

DIRECTOR of BUSINESS INTELLIGENCE– United Shore Financial Services, Troy, MI (2/1/12 – 9/1/14)

TECHNICAL CONTRIBUTIONS

- Designed organization-wide reporting system using SQL and Microsoft SSRS that provided real time dashboards for all major business units and enhanced capacity for ad hoc reporting on specific business activities.
- Designed, conducted, and presented findings on a range of operational research projects including; Randomized control trials of marketing campaigns across various media formats. Statistical analysis of marketing performance when RCTs were not available. Evaluated staffing levels and capacity to determine ideal candidate credentials for each business area. Designed and monitored performance and productivity targets for sales and operations staff. Provided product performance reports and integrated these reports into the capital markets risk management system to design product pricing schemes.
- Provided loan servicing, payment rate, and hedge position information to capital markets unit.
- Contributed to training material on mortgage knowledge, risk avoidance, and telecommunication regulation compliance.
- Conducted external research on industry best practices, emerging technologies, regulatory changes, and market dynamics.
- Designed a model that evaluated individual state market, pricing, and regulatory conditions and integrated it with internal staffing and technology conditions to provide a tool that guided licensing, hiring, marketing, and sales strategies.

- Designed and lead organizations first business intelligence unit to act as centralized hub for data analysis and reporting.
- Recruited, hired, trained, and management all business intelligence unit staff.
- Managed annual budget ranging between $7.5 and $9 million dollars which included salaries, technology, and marketing expenditures.
- Liaised with senior leadership to establish strategic goals and negotiate budget allocations.
- Negotiated contracts and services with new and existing vendors.

Peer-Reviewed Research Publications

Ballard, A. (2019) Encouraging Performance Information Use through Data Visualization. *Public Performance & Management Review,* 49(2), 277-86.

Ballard, A. (2019) Framing Bias in the Interpretation of Public Health Performance Data: Evidence from an Experiment *International Journal of Health Policy & Management,* 9(5), 158-167.

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.

Books and Chapters

Ballard, A (2018). Chapter 2: State of Information Privacy and Security: Principles, Trends, and Concerns. In Aroon P. Manoharan (Author), *Introduction to EGovernment, 1*st *Edition.* Routledge Publications

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

Ballard, A (2016). Chapter 7: Public Performance. In Marc Holzer (Ed.), *Public Administration: An Introduction, 2*nd *Edition.* Routledge Publications

Ballard, A., Holzer, M. (Forthcoming). *A Public Managers Guide to Performance Management,* Routledge Publications

Holzer, M., Ballard, A. (Forthcoming). *Public Productivity and Performance Handbook (3*rd *Ed.),* Routledge Publications

Academic Presentations

2018 APPAM. Washington, DC, *Framing Bias in the Interpretation of Public Health Performance Data.*

2018 Northeast Public Health Forum, Princeton, NJ. *Performance Management or Symbolic Adoption – Mandating Performance Measures in New Jersey Public Health.*

2017 NECoPA. Burlington, VT, *Collaborative Performance Measurement 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).

Other Presentations

New Jersey Public Health Forum – Princeton, NJ, *Improving Public Health Service Delivery Through Integrated Data Reporting,* June, 13th, 2018

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

Young Government Leaders Association – New York, *Behavioral Limitations to Performance Management Use in Government,* December 11th, 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."
- February 2018: "Challenges and Opportunities for Performance-Based Contracting."

Courses Taught

Rutgers University

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

Applied Research Design (MPA/MPH). Rutgers University-Newark School of Public Affairs and Administration. Fall 2016, Summer 2017, Fall 2017

MPA Capstone. Rutgers University-Newark School of Public Affairs and Administration. Spring 2017, Fall 2017.

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

Consulting & Training

2018. City of Columbia, SC – Business Development Research: Crime and Business Activity
- Provided research for City of Columbia, SC on types of business activities historically correlated with higher rates of crime. Planning board used this research to prioritize the types of business licenses issued.

2018. City of Cary, NC – Police Department Performance Management and Strategic Planning
- Designed data-oriented reports and dashboards that display progress being made toward strategic objectives. Organized data collection processes to improve department's ability to identify priority crime areas.

2017. Strategic Planning and Performance System Design – Guam Department of Education
- Evaluated existing strategic plan and alignment with performance objectives. Developed logic models to align programmatic activities with strategic goals.

2015-2018. Performance Management Training – Various state, county, local governments in New Jersey
- Training on designing and implementing performance management in public organizations. Topics: Designing performance goals and indicators, collecting and analyzing data, organizational change, and performance leadership.

2017-2018. Local Health Department Data Collection and Reporting Evaluation. New Jersey Department of Health.
- Evaluated the collection and use of performance data by local health departments in the State of New Jersey. Tested various reporting frameworks using experimental research design.

2016-2017. Local Health Evaluation Report Policy Analysis. New Jersey Department of Health.
- Mixed-method program evaluation of a state-supervised locally-administered performance data reporting system. Investigated the burden of program implementation, the current state of programmatic administration, and effectiveness of policy in encouraging use of performance management in local public health.

2015. Road Salt Policy Analysis and Effectiveness Study. Bergen County, NJ.
- Evaluated current road salt monitoring and application practices at Bergen County and compared them to a combined case study of best practices around North America to make recommendations for improvement.

2015. Bergen County Department of Health, PHAB Accreditation Evaluation – HR Policy
- Reviewed accreditation standards and documentation requirements and compared them against current practices in the Bergen County Department of Health, focusing on HR continuous training and capacity building.

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

Professional Associations

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

External Funding Raised

Total External Funding Raised - $281,342.50

(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, 2015-2018: *$172.992.50*

(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): $37,700.00

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

Volunteer Activities

First generation college student mentor – Newark College Initiative, 2016-2017
Academic mentor – Harlem Educational Activities Fund, Fall 2014 – Spring 2015
Patient Care Volunteer – Hurley Hospital, Flint, MI, 2005-2007
Red Cross Public Safety Volunteer, Flint, MI, 2005-2006

Computer Skills

Advanced MS Excel/VBA   STATA/SPSS/MiniTab/R   HTML/JAVA/C++   SQL   ArcGIS