

Jodi R. Sandfort, MSW, PhD

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Twitter: josandfo

Current Position

Professor, Humphrey School of Public Affairs, University of Minnesota,

(May 2016 – present)

Academic Director & Founder, Future Services Institute, (March 2016 – present)

Lead institute focused upon public human services redesign and evaluation; solicit program funding; interface with public, nonprofit and philanthropic leaders; design projects; management project teams; hire and promote professional staff; host national conferences; set direction for team of ten full-time staff and four graduate students.

Prior Positions & Roles at the University of Minnesota

Associate Professor (tenured), May 2009 – April 2016

Associate Professor (tenure-track), September 2006 – April 2009

Contract Associate Professor, May 2002 – May 2006

Adjunct Professor, September 2001 – May 2002

Academic Leadership

Director Graduate Studies & program designer, Human Services Leadership Certificate (July 2016 – present)

Chair, Leadership & Management Area (June 2010 – June 2019)

Chair, Humphrey School Executive Council, (2016-2018 - elected)

Served as Special Assistant to University President, assisting him in developing state-wide leadership effort with private philanthropic partners (November 2008-May 2010).

Led strategic development of one of the schools' six Areas, including integrating two research & outreach centers (Public & Nonprofit Leadership Center, Center for Integrative Leadership). Served as co-academic director of the Center for Integrative Leadership (June 2010 – December 2012).

Curricular Innovation

Academic Director & Founder, Hubert Project (2011 – 2017).

Initiated a new model for mid-career degree (Fall 2010) that is institutionalized as school's MPA program.

Created and implemented two regent's-approved certificate programs (cohort-based 12-credit hybrid courses).

Led creation of non-credit professional development programs for public and non-profit executives, including recruiting clients and securing contracts,

creating curriculum, and providing training symposium and workshops (Fall 2006 – Fall 2011).

Management

Managed teams of professional staff for multiple research and engagement centers (range in size from one to ten full-time staff, plus graduate students, including hiring, budgets, and program development and assessment).

Established and managed school's technology enhanced learning efforts (January 2011-January 2013).

Education

Ph.D., *University of Michigan* Joint Program in Political Science and Social Work, 1997

Major Fields of Study: Public policy analysis and implementation; Organizational theory and management; Social service delivery; Methods for program evaluation.

M.S.W., *School of Social Work, University of Michigan*

Major: Community Organizing, 1994

B.A., *Vassar College*

Double Major: History and Women's Studies, 1990

magna cum laude, Phi Beta Kappa

Selected Awards & Recognition

Fellow, National Academy of Public Administration, national elected position, 2017 - present

Fulbright Fellow, U.S. Fulbright and Danish Commissions, 2020.

Gary C. Cornia Award for Innovation in Public Management, Brigham Young University, Marriott School of Management, 2019.

Dugan Research Award on Philanthropic Impact, with Trupti Sarode, from Charity Navigator and Association for Research on Nonprofits Organizations and Voluntary Action, 2019.

External Examiner, Masters of Social Science in Nonprofit Management, Department of Social Work and Social Administration, Hong Kong University, 2019-2021.

One of thirty-five public management scholars nationwide invited to participate in the prestigious Minnowbrook Conference IV in 2018.

Family Self-Sufficiency Scholar, U.S. Department of Human Services, Administration for Children & Families, 2013 – 2018.

- Senior faculty mentor, School of Public and Environmental Affairs, Indiana University Indianapolis, March 2018.
- External Reviewer for Duke University, Sanford School of Public Policy Junior faculty book workshop, May 2017.
- Invited Plenary Speech, Georgetown University's McCourt School of Public Policy, Center for Juvenile Justice Reform, "Understanding Implementation: Moving from Fidelity to Fit," April 2017.
- Best Paper Proceedings, Academy of Management, 2014.
- Keynote Speech at Program for African Governance and Social Science Research conference: "State of the Art of Teaching in Public Policy," with Gregor Walter-Drop, Nairobi, Kenya, August 2014.
- Senior Scholar, Advancing Human Service Knowledge initiative, Indiana University - Indianapolis, 2011-12.
- Outstanding Faculty Award, Council of Graduate Students (only University award nominated and selected by students), University of Minnesota, 2011.
- First place prize winner, Snow Foundation award for nonprofit management teaching case "Implementing the Earned Income Tax Credit at Accountability Minnesota," Maxwell School of Citizenship and Public Affairs, 2011.
- First prize winner, international teaching case competition for "Kujichagulia: Actively Building a Public-Nonprofit-Community Partnership." Program for the Analysis and Resolution of Conflicts, Maxwell School of Citizenship and Public Affairs, 2009.
- First prize winner, international teaching case competition for "Trust as an Asset," Program for the Analysis and Resolution of Conflicts, Maxwell School of Citizenship and Public Affairs, 2007.
- Meredith Award for Teaching Excellence, Syracuse University, 2001.

Books or Journal symposia

- Sandfort, Jodi and Stephanie Moulton, 2015. Effective Implementation in Practice: Integrating Public Policy and Management. Jossey-Bass (John Wiley & Sons): San Francisco, CA.
- Symposium Editor. 2016 "Using Technology to Support Interactive Learning," Journal of Public Affairs Education, 22:3, 321-397.
- Lundquist, Leah. Jodi R. Sandfort, Cris Lopez, Marcela Sotela Odor, Karen Seashore, Jen Mein & Myron Lowe, editors. 2013. Cultivating Change in the Academy: Practicing the Art of Hosting Conversations that Matter within the University of Minnesota. eBook University of Minnesota Digital

Conservancy. <http://purl.umn.edu/155523>.

Scholarly peer-reviewed publications

1. Moulton, Stephanie, Jodi R. Sandfort and Weston Merrick. Forthcoming. "Enabling Social Policy Innovation: Trends and Promising Directions," Oxford International Handbook of Public Administration for Social Policy Section VI, Chapter 61. Oxford University Press.
2. Robin Phinney and Jodi Sandfort. Forthcoming. "Discover Together: Attempting to Alter Understanding and Practices in Governments' Work with Citizens." Palgrave Handbook on Co-Production, edited by Elke Loeffler and Tony Bovair.
3. Carboni, Julia, Todd Dickey, Stephanie Moulton, Sean O'Keef, Rosemary O'Leary, Suzanne Piotrowski, and Jodi Sandfort (alphabetical). Forthcoming. "Start with the Problem: Establishing Research Relevance with Integrative Public Administration," Perspectives on Public Management and Governance.
4. Sandfort, Jodi and Stephanie Moulton, "Replication or Innovation? Exploring Structuration in Policy Implementation." Forthcoming. Perspectives on Public Management and Governance.
5. Sandfort, Jodi and Trupti Sarode. Forthcoming. "Exploring Art of Hosting Frameworks and Methods to Enhance Research," Sage Handbook of Participatory Research, edited by Danny Burns, Jo Howard and Sonia Ospina. Thousand Oaks: Sage Publications.
6. Sandfort, Jodi, Sook Jin Ong, and Catherine McKay. 2019. "Performance Management Regimes in Practice: Examining the local agencies implementing Temporary Assistance for Needy Families," American Review of Public Administration, 49(2):145-158.
7. Sandfort, Jodi. 2018. "Theoretical Foundations and Design Principles to Improve Policy and Program Implementation," The Handbook of Public Administration, edited by Edmund Stazyk and H. George Frederickson. Edward Elgar Publishing: Cheltenham, UK, 475-496.
8. Roll, Stephen, Stephanie Moulton, and Jodi Sandfort. 2017. "A Comparative Analysis of Two Streams of Implementation Research," Journal of Public and Nonprofit Affairs, 3(1), 3-22.
9. Sandfort, Jodi and Kathryn Quick. 2017. "Deliberative Technology: A Holistic Lens for Interpreting Resources and Dynamics in Deliberation," Journal of Public Deliberation, 13(1). Article 7.
10. Moulton, Stephanie and Jodi Sandfort. 2017. "The Strategic Action Fields Framework for Policy Implementation Research," Policy Studies Journal, 45(1): 144-169.
11. Sandfort, Jodi and Kevin Gerdes. 2017. "The Design, Pedagogy and Practice of an Integrated Public Affairs Leadership Course," Teaching Public Administration, 35(1): 1-16.
12. Kilonzo, Susan, Jodi Sandfort and Helen Liu. 2016. "Using Multimedia Learning Objects in Public Affairs Classrooms: Global Experiences with Hubert e-Cases and e-Studies," Journal of Public Affairs Education, 22:3, 345-362.
13. Sandfort, Jodi and Kathryn Quick. 2015. "Building Deliberative Capacity to Create Public Value: The Practices and Artifacts of Art of Hosting," Valuing

- Public Value, edited by John Bryson, Laura Bloomberg, and Barbara Crosby. Georgetown University Press, Washington, DC.
14. Quick, Kathryn and Jodi Sandfort. 2014. "Learning to Facilitate Deliberation: Practicing the Art of Hosting," Critical Policy Studies 8:3, 300-322 and "Learning to Facilitate: Implications for Skill Development in the Public Participation Field," 2017. The Professionalization of the Public Participation Field, edited by Laurence Bherer, Mario Gauthier, and Louis Simard. Routledge: New York, 214-241.
 15. Sandfort, Jodi, 2014. "Analyzing the Practice of Nonprofit Advocacy: Comparing Two Human Services Networks," Nonprofits and Advocacy: Engaging Community and Government in an Era of Retrenchment, edited by Robert J. Pekkhanen, Steven Rathgeb Smith, Yutaka Tsujinaka. Johns Hopkins University Press, Baltimore, Maryland, pg. 222-253.
 16. Brooks, Christopher and Jodi Sandfort. 2013. "Trial and Error: Iteratively Improving Research on Blended Learning" Research Perspectives in Blended Learning, edited by Chuck Dziuban, Charles Graham, and Anthony Picciano. New York: Routledge/Taylor and Francis Publishing.
 17. Sandfort, Jodi and Laura Bloomberg, 2012. "InCommons: Supporting Community-Based Leadership," Community Development. 43(1): 12-30.
 18. Lui, Helen and Jodi Sandfort, 2011. "Open Source Platforms for Citizen Engagement: Examining Ashoka's Design and Implementation," Nonprofit Policy Forum. 2:2. <http://www.bepress.com/npf/vol2/iss2/5>
 19. Schweik, Charles, Ines Mergel, Jodi Sandfort, and Zhirong Zhao, 2011. "Toward Open Public Administration Scholarship" Journal of Public Administration, Research and Theory, 21: 175-198.
 20. Sandfort, Jodi, 2010. "Nonprofits within Policy Fields" Journal of Policy Analysis and Management. Summer. 29(3), 637-644.
 21. Sandfort, Jodi, 2010. "Reconstituting the Safety Net: Principles and Design Elements that Support Low-Income Workers," Old Assumptions, New Realities: Ensuring Economic Security for Working Families in the 21st Century, edited by Robert Plotnick, Marcia Meyers, Jennifer Romich, and Steven Rathgeb Smith. Russell Sage Foundation, New York.
 22. Stone, Melissa M. and Jodi R. Sandfort. 2009. "Building a Policy Fields Framework to Inform Research on Nonprofit Organizations," Nonprofit and Voluntary Sector Quarterly. December. 38(6), 1054-1075.
 23. Sandfort, Jodi. 2009. "Human Service Organizational Technology: Improving Understanding and Advancing Research," Human Services as Complex Organizations, 2nd edition, edited by Yehekel Hasenfeld. Sage Publications. 269-290.
 24. Sandfort, Jodi. 2008. "Using Lessons from Public Affairs to Inform Strategic Philanthropy," Nonprofit and Voluntary Sector Quarterly. September. 37:3, 537-552.
 25. Sandfort, Jodi R. and Melissa M. Stone. 2008. "Analyzing Policy Fields: Helping Students Understand Complex State and Local Contexts," Journal of Public Affairs Education, 14(2), 129-148.
 26. Sandfort, Jodi R., Sally Coleman Selden, and Jessica Sowa. 2008. "Do the Tools Used by Government Influence Organizational Performance? An

- Examination of Early Childhood Education Policy Implementation," American Review of Public Administration. December, 38:4, pg. 412-43
27. Sandfort, Jodi R. and H. Brinton Milward. 2008. "Collaborative Service Provision in the Public Sector," Handbook of Inter-Organizational Relations, edited by Steve Cropper, Mark Ebers, Chris Huxham, and Peter Smith Ring, Oxford University Press, pg. 147-174.
 28. Selden, Sally Coleman, Jessica Sowa, and Jodi Sandfort. 2006. "The Impact of Nonprofit Collaboration in Early Care and Education on Management and Program Outcomes," Public Administration Review, 66:3, pg. 412-425.
 29. Sowa, Jessica, Sally Coleman Selden, and Jodi Sandfort. 2004. "No Longer 'Unmeasurable?': A Multi-dimensional Integrated Model of Nonprofit Organizational Effectiveness" Nonprofit and Voluntary Sector Quarterly, 33:4, pg.711-728.
 30. Sandfort, Jodi R. 2003. "Exploring the Structuration of Technology within Human Service Organizations," Administration & Society, 34:6, pg. 605-631.
 31. Flynn, Theresa A., Jodi R. Sandfort and Sally Coleman Selden. 2001. "The Three-Dimensional Approach to Learning in Public Management," Journal of Policy Analysis and Management, June, 20:3, pg. 551-564.
 32. Sandfort, Jodi R. 2000. "Examining the Effect of Welfare-to-Work Structures and Services on a Desired Policy Outcome." Governance and Performance: New Perspectives, edited by Carolyn Heinrich, and Laurence Lynn. Georgetown University Press, pg. 140-165.
 33. Sandfort, Jodi R. 2000. "Moving Beyond Discretion and Outcomes: Examining Public Management from the Front-lines of the Welfare System," Journal of Public Administration Research and Theory, 10:4, pg. 729-756.
 34. Sandfort, Jodi R. 1999. "The Structural Impediments to Front-line Human Service Collaboration: Examining Welfare Reform at the Front-lines," Social Service Review, 73:3, pg. 314-339.
 35. Sandfort, Jodi R, Ariel Kalil and Julie Gottschalk. 1999. "The Mirror Has Two Faces: Welfare Clients and Front-line Workers View Policy Reform." Journal of Poverty, 3:3, pg. 71-91.
 36. Sandfort, Jodi R. and Martha S. Hill. 1996. "Assisting Young, Unmarried Mothers become Self Sufficient: The Effects of Different Types of Economic Support," Journal of Marriage and the Family, May 58, pg. 311-326.
 37. Hill, Martha S. and Jodi R. Sandfort. 1995. "Effects of Childhood Poverty on Productivity Later in Life: Implications for Public Policy," Children and Youth Services Review 17:1-33.

Scholarly articles in progress

1. Sandfort, Jodi and Catherine McKay. "The Micro-Practices of Social Welfare Policy Implementation: A Multilevel Analysis." To be submitted Journal of Public Administration, Research and Theory.
2. Sandfort, Jodi, and Weston Merrick, "Human-Centered Design Methodology for Public Management," To be submitted at Administration and Society.

3. Sandfort, Jodi, Weston Merrick, and Pachia Thao. "Designing Integrative Services in Public Human Services Agencies: Addressing Fragmentation in Social Policy Implementation." To be submitted at Social Services Review.
4. Sandfort, Jodi and Anne Mette Møller. "The Importance of Things: Exploring the Utility of Artifacts in Public Sector Design."

**Other chapters,
book reviews,
professional reports
& invited blogs**

1. Ong, Sook Jin and Jodi Sandfort. 2019. "The Human Centered Design Process: The Future Service Institute's Experience in Human Services Fields." September. Future Services Institute Brief #005.
2. Sandfort, Jodi R. 2019. Book review of *When the State Meets the Street* by Bernardo Zacka, American Review of Public Administration.
3. Lowell, Warren and Jodi Sandfort. 2019. "Assessing the Research Underpinning Whole Families Program Models," May. Future Services Institute Brief #004.
4. Sandfort, Jodi R. Robin Phinney, and Weston Merrick. 2019. "Social Science Foundation of the Pathways to Prosperity & Wellbeing Pilot Program," Future Services Institute Report #004, March.
5. Kutcher, Rachel and Jodi Sandfort. 2018. "Developing a Two-Generational Policy Network in Minnesota: 2017 State-level Developments," Future Services Institute Report #001.
6. Sandfort, Jodi, Sook Jin Ong, and Robin Phinney. 2018. "Minnesota's Approach to Welfare Reform: Trying to Support Families through implementation of Temporary Assistance to Needy Families," Future Services Institute Report #003.
7. Sarode, Trupti and Jodi Sandfort. 2017. "Gage East Supportive Housing Project: Developmental Evaluation Report," for Olmsted County. Future Services Institute: University of Minnesota.
8. Ong, Sook Jin and Jodi Sandfort. 2017. "Pathway to Fuller Lives: Evaluation Report," for Hennepin County. Future Services Institute: University of Minnesota.
9. Sandfort, Jodi. 2014. "The Hubert Project: Where Interactive Teaching meets Interactive Technology." APPAM Blog. <http://www.appam.org/the-hubert-project-where-interactive-teaching-meets-interactive-technology/>
10. Sandfort, Jodi R., Stephen Roll, Stephanie Moulton. 2014. "Assessing Program and Policy Implementation Research," Academy of Management Annual Meeting Proceedings, <http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=97634047&site=ehost-live>
11. Sandfort, Jodi R. 2014. Book review of *Work and the Welfare State: Street-Level Organizations and Workfare Politics*, edited by Evelyn Z. Brodtkin and Gregory Marston (Georgetown University Press, 2013) in Social Service Review. 88:3, pg. 533-537.
12. Ong, Sook Jin and Jodi Sandfort. 2014. Workforce Development in Minnesota. Report for MSPWin (philanthropic funders collaborative). Minneapolis, MN.
13. Sandfort, Jodi. 2013. "Creating Meaningful Learning Communities: Applying Art of Hosting in Mid-Career Public Affairs Education," Cultivating Change in the Academy: Practicing the Art of Hosting Conversations that

- Matter within the University of Minnesota. Edited by Lundquist, Sandfort, Lopez, Odor, Seashore, Mein, and Lowe, eBook University of Minnesota Digital Conservancy. <http://purl.umn.edu/155523>
14. Sandfort, Jodi. 2013. "Experiencing the Forum for Leadership Educators," Cultivating Change in the Academy: Practicing the Art of Hosting Conversations that Matter within the University of Minnesota. Edited by Lundquist, Sandfort, Lopez, Odor, Seashore, Mein, and Lowe, eBook University of Minnesota Digital Conservancy. <http://purl.umn.edu/155523>
 15. Sandfort, Jodi R., Nicholas Stuber, & Kathryn Quick. 2012. Practicing the Art of Hosting: Exploring what Art of Hosting and Harvesting Workshop Participants Understand and Do. University of Minnesota's Center for Integrative Leadership: Minneapolis, Minnesota.
 16. Sandfort, Jodi R. 2011. Book review of *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, edited by Laura Morgan Roberts and Jane E. Dutton (Routledge, 2009). International Public Management Journal, 14:2, pg. 252-255.
 17. Sandfort, Jodi R. 2010. "Designing a Safety-Net that Supports Low-Income Workers," CURA Reporter, Spring/Summer. 40:1-2, pg. 29-36.
 18. Sandfort, Jodi R. 2009. Book review of *The Future of Democracy: Developing the Next Generation of American Citizens* by Peter Levine (Tufts University Press, 2007) Nonprofit and Voluntary Sector Quarterly, 38:2, pg. 355-357.
 19. Bingham, Lisa Blomgren, Jodi R. Sandfort, and Rosemary O'Leary. 2008. "Learning to Do and Doing to Learn: Teaching Managers to Collaborate in Networks" Big Ideas in Collaborative Public Management, edited by Blomgren and O'Leary. M.E.Sharpe. pg. 270-285.
 20. Sandfort, Jodi R. 2006. "Learning from the Master Gardeners: Promoting Family Economic Security with the Tools of Community Action," Asset Building Strategies for Family Economic Security, edited by Robert Leland, ISED: Washington, DC.
 21. Sandfort, Jodi R. 2004. "Trying to Dance to Syncopated Rhythm: The Dynamics of Government Funding for Nonprofits," Nonprofit Quarterly, Fall.
 22. Sandfort, Jodi R. 2004. "Why is Human Service Integration so Difficult to Achieve?" Focus (a publication of the University of Wisconsin's Institute for Research on Poverty), 23:2, pg. 35-8.
 23. Sandfort, Jodi R. 2003. "Accessing Multiple Human Service Organizations for Field-Based Research," Gaining Access: The Inside Story, edited by Martha Feldman, Jeannine Bell, and Michele Berger. Lanham, MD: Altamira Press.
 24. Sandfort, Jodi R. 2002. "Workforce Development," Hot Issues Briefing, McKnight Foundation, October.
 25. Adams, Gina, Kathleen Snyder and Jodi Sandfort. 2002. Navigating the Child Care Subsidy System: Policies and Practices that Affect Access and Retention. Policy Brief. Urban Institute, Washington DC, March
 26. Adams, Gina, Kathleen Snyder and Jodi Sandfort. 2002. Getting and Retaining Child Care Assistance: How Policies and Practices Influence

- Families' Experiences. Assessing New Federalism project (Occasional Paper Number 55) at the Urban Institute, Washington DC, March.
27. Laura Kaye, Demetra Nightingale, Jodi Sandfort, and Lynne Fender. 2001. Recent Changes in Massachusetts' Welfare and Work, Child Care and Child Welfare Systems (State Update No. 5). Urban Institute's Assessing New Federalism project, Washington DC, July. Sandfort, Jodi R. and Sally Coleman Selden. 2001. "Blurring Boundaries in Early Childhood Education: Local Collaborations between Head Start, Preschool and Child Care Programs." Policy and Practice (journal of the American Public Human Services Association), March.
 28. Sandfort, Jodi. 2001. "The Changing Role of Public Policy in Supporting Early Childhood Collaboration," and "The Context of Early Childhood Collaboration: A Comparison of New York and Virginia," Technical Working Papers, Investigating Partnerships in Early Childhood Education study.
 29. Sherman, Arloc and Jodi Sandfort. 1998. "Fighting Child Poverty in America: How Research Can Help," Contemporary Sociology 27:6, pg. 555-561. Also Re-printed in Understanding Society: Readings in the Sociological Perspective by Margaret Andersen, Kim Logio and Howard Taylor. Wadsworth Thomson Learning. 2000.
 30. Sandfort, Jodi R. 2000. "Developing New Skills For Community Practice in an Era of Policy Devolution," guest editorial, Journal of Social Work Education, May.
 31. Seefeldt, Kristin, Jodi R. Sandfort and Sandra K. Danziger. 1998. Moving Towards a Vision of Family Independence: Local Managers' Views of Michigan's Welfare Reforms. Michigan Program on Poverty and Social Welfare Policy, University of Michigan, February.
 32. Sandfort, Jodi R. April 1999. "Exploring the Effect of Welfare Reform Implementation on the Attainment of Policy Goals: An Examination of Michigan's Counties," Income Security Policy Series Paper Number 20. Center for Policy Research, Maxwell School of Citizenship and Public Affairs.
 33. Seefeldt, Kristin, Jodi R. Sandfort and Sandra K. Danziger. 1997. Project Zero: A View From the Sites. Policy Analysis Report. Michigan Program on Poverty and Social Welfare Policy, University of Michigan, April.
 34. Adams, Gina C. and Jodi R. Sandfort. 1994. First Steps, Promising Futures: State Prekindergarten Initiatives in the Early 1990s. Washington, DC: Children's Defense Fund.
 35. Adams, Gina, Nicole Oxedine Poersch, and Jodi R Sandfort. 1994. Child Care & Development Key Facts. Washington, DC: Children's Defense Fund.
 36. Adams, Gina C. and Jodi R. Sandfort. 1992. "State Investments in Child Care and Early Childhood Education," Young Children 47:6.
 37. Johnson, Cliff, Nancy Ebb and Jodi R. Sandfort. 1992. Child Care Under the Family Support Act: Early Lessons from the States. Washington, DC: Children's Defense Fund.

38. Adams, Gina C. and Jodi R. Sandfort. 1992. State Investments in Child Care and Early Childhood Education. Washington, DC: Children's Defense Fund.

Teaching materials **Hubert Project** www.hubertproject.org

Founder and Academic Director of a global collection of open source, multi-media teaching materials focused on improving interactive teaching and learning in public affairs education. From 2011-2017, collection grew to contain more than 110 materials, with two global partners in China and Africa.

Authored Multi-Media Learning Objects in Hubert Collection

1. Backwards Mapping (with Shannon Evans), Video Brief 2014.
2. Reliability & Autonomy in Nonprofit Finance (with Kassira Absar), E-study, 2015.
3. Multilevel Implementation Analysis (with Kassira Absar), Video Brief 2014.
4. Government-Nonprofit Office of Economic Opportunity: Capitalizing on a Nonprofit Network (with Ahna Minge), multimedia E-case, 2013.
5. Early Childhood Education, Curated Case, 2012; Revised as E-Study, 2014
6. Rural Broadband, E-study, 2012.
7. Asset Development, Curated Case, 2011 Partnerships (with Micah Intermill), Video Brief, 2011.
8. Policy Field Analysis (with Micah Intermill), Video Brief, 2011.
9. Bridge to Benefits (with Maura Schramko), multimedia E-Case, 2011
10. Implementing an Alternative to Refund Anticipation Loans at Accountability Minnesota (with Jackie Aman and Kate Connors), multimedia Simulation, 2011.
11. Casa de Esperanza (with Jackie Aman), multimedia E-Case, 2011.

Other Videos

12. Videos from Annual Summits on Redesign for Whole Families: Research, Policy & Practice
 - 2018 Recap <http://www.redesignforwholefamilies.com/redesign.html>
 - "Voices from the Frontlines" 2018
<http://www.redesignforwholefamilies.com/redesign.html>
13. "Improving Services by Redesign," 2018. Consortium for Family Self-Sufficiency and Stability. Mathematica Policy Research, <https://www.mathematica-mpr.com/video/improving-services-by-redesign>
14. "The Power of Integrative Leadership," April 2012. TedXUMn. Minneapolis, MN <http://tedxumn.com/the-events/>.

Other Published Written Case

15. Sandfort, Jodi R. 2011. "Implementing the Earned Income Tax Credit at Accountability Minnesota," Teaching Case – A, B, and C segments. Winner of the Snow Foundation Award for Case in Collaborative Public

- Management. Maxwell School of Public Affairs, Syracuse University.
<http://www.maxwell.syr.edu/parc/eparcc/cases/>
16. Eichers Penkert, Catherine, Nicholas Dobbins, and Jodi Sandfort. 2008. "Kujichagulia: Actively Building a Public-Nonprofit-Community Partnership." Teaching Case – A and B segments. 1st place winner of international, double blind peer-reviewed competition, Maxwell School of Public Affairs, Syracuse University
https://www.maxwell.syr.edu/eparcc_cases/ translated into Chinese and Spanish.
 17. Sandfort, Jodi R. and Timothy Dykstal, 2007. "Trust as an Asset: The MACC Alliance of Connected Communities," Teaching Case – A and B segments. 1st place winner of international, double blind peer-reviewed competition, Maxwell School of Public Affairs, Syracuse University.
<http://www.maxwell.syr.edu/parc/eparcc/cases/> translated into Chinese and Spanish.
 18. Sandfort, Jodi R. 2005. "Case de Esperanza," Teaching Case – A, B, and C segments. Nonprofit Management and Leadership, 15:3; 15:4; 16:1. Also published at the Center for Women and Public Policy, Humphrey Institute of Public Affairs and at the Electronic Hallway, Evans School of Public Affairs, University of Washington.

Sponsored projects Over course of academic career, raised over \$11.2 million in sponsored projects for scholarly activities related to research, teaching, and public engagement and program design.

Research & Evaluation

1. Sub-Award from University of Wisconsin, Babies First Years (\$130,610, 2019-2023).
2. Principal Investigator, "Using Human-Centered Design to Develop an Integrated Services Practice model for County Human Services." (\$151,388 in 2018-2019).
3. Co-principal Investigator, "Validation Study for Integrative Services Assessment tool for County Governments" (\$65,000 in 2017& 2018).
4. Sub-Award from Syracuse University, Applying Behavioral Science to reduce SNAP Administrative Churn (\$35,000 in 2018-2020).
5. Principal Investigator, "School-Based Mental Health Services Evaluation in Olmsted County," (\$43,304 in 2017).
6. Co-Principal Investigator with Stephanie Moulton, Prepare & Prosper, "FAIR evaluation" (\$112,354 in 2016 - 2020).
7. Principal Investigator, Olmstead County Minnesota, "Evaluating Gage East Service Integration project" (\$44,000 in 2016).
8. Principal Investigator, Hennepin-University Partnership, "Evaluating Adult Foster Care Redesign Project" (\$20,020 in 2016).
9. Principal Investigator, Family Self-Sufficiency Scholars Network, U.S. Department of Human Services, Administration for Children & Families, Office of Planning, Research and Evaluation, (\$500,000 for 2013 - 2018).

10. Principal Investigator, Learning Network intervention, Minnesota Department of Human Services, Transitions to Economic Security Division (\$555,000 for 2014-2017).
11. Research & Outreach Investment Fund, Humphrey School University of Minnesota (\$15,000 in 2012).
12. Faculty Interactive Research Program grant from the Center for Urban and Regional Affairs, University of Minnesota (\$38,750 in 2008-2009).
13. Principle Investigator, "Investigating Partnerships in Early Childhood Education (I-PIECE)," Charles Stuart Mott Foundation (\$400,000 in 2000-2002).
14. Senior Research Associate, "Implementing Welfare-to-Work Programs in Michigan," Joyce Foundation (\$240,000 in 1996-1998).

Teaching & Educational Initiatives

15. Principal Investigator, Hubert Project, Kresge Foundation, (\$158,000 in 2011-2012; \$350,000 for 2012-2014; \$785,000 for 2014-2018)
16. Training Contract with Program for African Governance and Social Science Research in multi-media content creation, (\$80,000 for 2014, \$27,000 for 2015).
17. Teaching with Technology Investment Fund, Humphrey School University of Minnesota (\$10,000 in 2012).
18. Principal Investigator, Hubert Project, Blandin Foundation (\$50,000 in 2011).
19. Co-Principle Investigator, External Sales Contracts for Professional Development Programming: Minnesota Department of Management & Budget (\$50,000 in 2010)
20. Nonprofit Leadership Development: Community Action Partnership (\$30,000 in 2010, \$35,000 in 2012); Minnesota Council of Nonprofits (\$18,000 annually in 2007, 2008, 2009).
21. Technology Enhanced Learning Faculty Fellow, University of Minnesota (\$10,000 in 2008-2009).

Community Engagement & Program Design

22. Whole Families System Reform, Joint powers agreement with the Administration for Children & Families, Minnesota Department of Human Services (\$2.521 million 2019-2024)
23. Principal Investigator, Human Services System Reform, Kresge Foundation \$550,000 2019-2021
24. Supporting Human-Centered Design in Early Childhood Education Division, Minnesota Department of Human Services (\$140,000 in 2018-2019).
25. External Sales Contract with Dakota County for Discover Together (\$130,000 in 2017; \$37,880 in 2018).
26. Public Sector Human Resource Partnership (68,590 in 2018).
27. American Indian Workforce Development Initiative, Minnesota Department of Human Services, Economic and Employment Supports Division (\$327,711 in 2017-2019)

28. Innovation in Collaborative Service Delivery for TANF Participants, Minnesota Department of Human Services, Economic and Employment Supports Division (\$478,442 in 2017-2020).
29. Facilitation Contract with Northwest Area Foundation (\$36,198 in 2016-2018).
30. Equity Works from the Minneapolis Workforce Investment Network (\$614,000 in 2016-2018; \$223,000 2018-2020).
31. Joint Powers Agreement with the Minnesota Department of Human Services, Case Management Redesign (\$24,000 in 2016).
32. Field Analysis Contract with Minneapolis Workforce Investment Network (\$16,000 in 2014).
33. Co-Principal Investigator, InCommons Initiative, Bush Foundation. (\$75,000 in 2010; \$153,000 in 2011; \$235,000 in 2012; \$188,000 in 2013).
34. External Sales Contract for Nonprofit Field Realignment Initiative (\$11,000 in 2012).
35. External Sales Contract for Local Government Innovation award program (\$23,000 in 2012).
36. Scholarships for Students of Color, Northwest Area Foundation (\$52,000 for 2012).
37. External Sales Contracts for Applied Research: Bush Foundation (\$12,000 in 2011; \$6,000 in 2010), Greater Twin Cities United Way (\$15,000 in 2007).
38. "Nonprofit Leadership Development, "University of Minnesota, Council on Public Engagement (\$5,000 in 2006).

University courses developed & implemented (for academic credit)

- Human Centered Service Redesign & Public Service Redesign Workshop, hybrid courses for mid-career students and partner employers, launched in 2017.
- Social Policy Implementation; Public Policy Implementation: *Traditional, face-to-face in technology enhanced classroom, & hybrid on-line/face-to-face.*
- Program Evaluation: *Traditional & hybrid on-line/face-to-face.*
- Independent Doctoral Seminar on Design Thinking and Practice in Public Affairs: Theory, methods, and application, 2019.
- Public Affairs Leadership cohort (mid-career executive master's year-long 12-credit core course in policy analysis, statistics, & leadership development). *Developed integrated model of six previously distinct courses and implemented through technology-enhanced hybrid model to enable the program to reach students from across the region.*
- Organizational Management, *master's core course.*
- Doctoral Seminar on Policy Implementation in the Era of Governance, Bergen University Norway, sponsored by the Norwegian-French Research Center, Paris France, May 2015.

Collaborative Governance: Using Networks, Partnerships and Alliance.
Department of Politics and Public Administration, University of Hong Kong,
China, March 2011.

Government – Nonprofit Relationships, *master's capstone workshop*

Nonprofit Management and Governance

Organizational Development and Change

Child & Family Policy

Qualitative Research Methods, *doctoral course*

**Professional
development
courses developed
& implemented
(non-academic
credit)**

***Equity Works Leadership Institute*, 2017-2019**

Provided consultation and support for the Future Service Institute's leadership training around racial bias and equity in workforce training programs and County human services directors. Served 125 public and nonprofit leaders in multiple cohorts for programs lasting over several months.

***Art of Hosting Conversations that Matter*, 2011 – present**

Serve as core host at three and four-day training programs sponsored by InCommons (March 2012), Center for Integrative Leadership (summer 2011, 2012, 2013, 2015), University of Minnesota College of Design (January 2012), and caller for regional training focused in Human Services through Future Services Institute (2017-2019).

***Minnesota Community Action Emerging Leaders Institute*, 2010 - 2012.**

Year-long cohort program for participants across the state, drawn from 28 human service nonprofits, and alumni continued skill enhancement.

***Minnesota Council of Nonprofits Leadership Institute*, 2006-2009.**

Eight-month cohort program for nonprofit staff from across the state. Five distinct cohort groups.

***Center for Integrative Leadership, Educators Forum*, 2009.**

Three-month program on adaptive leadership for leadership educators from the private, public and nonprofit sectors.

***Americorp/Vista Members and Program Directors*, 2008-2010.** Short conferences and year-long cohort program of program directors.

***Minnesota State Senate, Legislative Assistants and Committee Staff*, 2007-2008.**

Short conferences and five-month cohort program for committee staff.

Selected research presentations

1. "Understanding the Organizational Dynamics Influencing the Take-up of Innovations," with Henriët Hendriks and Trupti Sarode, Association for Public Policy Analysis and Management, Denver Colorado (November 2019) and Association for Research on Nonprofit Organizations and Voluntary Action, San Diego, CA (November 2019).
2. "Design-Based Research to Support Innovation in Human Services," invited presentation, Center on Philanthropy and Public Policy, University of Southern California (October 2019) and Romney Institute for Government at Brigham Young University (December 2019).
3. "The Importance of Things: Exploring the Utility of Material Artifacts in Public Sector Design," International Research Society for Public Management, Wellington, New Zealand (April 2019) and Public Management Research Conference, University of North Carolina (June 2019).
4. "Replication or Innovation? Exploring Social Skill and Structuration in Policy Implementation," with Stephanie Moulton, Public Management Research Conference, University of North Carolina (June 2019).
5. "Human-Centered Design and Developmental Evaluation: Methodologies for Better Supporting Nonprofit Innovation," with Trupti Sarode, Association for Research on Nonprofit Organizations and Voluntary Action, Austin Texas (November 2018).
6. "Discover Together: Innovation and Organizational Change in Minnesota," with Robin Phinney, Association for Public Policy Analysis and Management, Washington, DC (November 2018).
7. "Replication or Innovation? Exploring Social Skill and Structuration in Policy Implementation," with Stephanie Moulton, Workshop on Organizational Theory and Public Management, University of Arizona (November 2018).
8. "Backwards Mapping from the Frontlines: A Design Approach to Human Services Integration," with Weston Merrick, Sook Jin Ong and Robin Phinney, Academy of Management annual conference, Chicago, IL (August 2018).
9. "Design-Based Research to Inform Innovation in Human Services," University of Copenhagen, Department of Political Science (June 2018) and Research and Evaluation Conference on Self-Sufficiency, Administration for Children and Families, U.S. Department of Health and Human Services (June 2018).
10. "Design-Based Research that Supports Innovation: Theoretical and Practice Considerations," invited presentation to School of Public and Environmental Affairs, Indiana University Indianapolis (March 2018).
11. "Supporting Works of Color in the Low-Skilled Labor Market," with Robin Phinney and Weston Merrick, Association for Public Policy Analysis and Management, Chicago, IL (November 2017).
12. "The Practices of Social Welfare Policy Implementation: A Multilevel Analysis of two Policy Fields," with Cate McKay, Association for Public Policy Analysis and Management, Chicago, IL and Association for Research on Nonprofit Organizations and Voluntary Action (November, 2017) and Public Management Research Conference Washington, DC (June 2017).

13. "Exploring How the Strategic Action Field Framework illuminates Coproduction: Seeing the Utility of Material Artifacts," with Robin Phinney, International Institute for Administrative Sciences Study group on Coproduction of Public Services (June 2017), Washington, DC.
14. "What can Research Tell us about Art of Hosting Practice," workshop presenter, Harvesting, Evaluation, and Research, Art of Hosting Practitioners Gathering (March 2017), Halifax, Nova Scotia.
15. "Interventions to Improve Policy & Program Implementation in Human Service Systems: A Theoretical Framework and Pragmatic Approach." School of Public Affairs, American University (December 2016), Washington, DC.
16. "The Practice of Social Welfare Policy Implementation: A Multilevel Analysis" with Catherine McKay, Public Management Research Conference (June 2016), Aarhus, Copenhagen.
17. "Understanding Policy Implementation as Nested Strategic Action Fields: A Theoretical Framework and Intervention Approach," invited presentation at Laboratoire Centre Emile Durkheim, Sociologie Université (June 2016), Bordeaux France.
18. Challenging the Work Participation Regime: An Analysis of Temporary Assistance for Needy Families (TANF) Implementation in One State."
19. with Sook Jin Ong and Catherine McKay, Midwest Political Science Association (April 2016), Chicago, Illinois.
20. "From Fidelity to Fit: Enabling Successful Interventions in Complex Implementation Systems," with Stephanie Moulton, Association for Public Policy Analysis and Management (November 2015), Miami, Florida.
21. "The Art of Hosting: An Underutilized Methodology for Developmental Evaluation," with Hanife Cakici, American Evaluation Association (November 2015), Chicago, Illinois.
22. "Analyzing Policy Implementation occurring in Strategic Action Fields: Local Implementation of Temporary Assistance for Needy Families," Department of Public Affairs and Social Policy, University of Texas at Dallas, (October 2015)
23. "Analyzing the Implementation of Public Policy & Programs through Strategic Action Fields," with Stephanie Moulton, Public Management Research Conference, Minneapolis, MN (June 2015).
24. "Improving the Adaptive Capacity of an Implementation System," Global Implementation Initiative Conference, Dublin, Ireland (May 2015).
25. Unpacking Implementation in Complex Systems: From 'Fidelity' to 'Fit,' with Stephanie Moulton, invited presentation to MDRC (national evaluation firm), New York City (April 2015).
26. "Analyzing the Social Process of Policy & Program Implementation," Association for Public Policy Analysis and Management annual conference, Albuquerque, NM (November 2014).
27. "Building A New Model for Policy Implementation Research," Symposium Workshop, Policy Studies Journal, University of Arizona, Tuscon, AZ (October 2014).
28. Invited colloquy of the Theory, Issues, Boundaries Section of the Association for Research on Nonprofit Organizations and Voluntary Action featuring

- my Policy Field Framework (developed with Melissa Stone), Hartford, Connecticut (November 2013).
29. "Integrating and Advancing Policy & Program Implementation Research," with Stephen Roll, Association for Public Policy Analysis and Management annual conference, Washington, DC (November 2013).
 30. "Assessing Effectiveness of Multimedia Teaching Cases," School of Public and Environmental Affairs, Indiana University (May 2013).
 31. "Capitalizing on Technology to Enhance Management Education" and "Assessing Effectiveness of Multimedia Teaching Cases," The University of Hong Kong, Faculty of Social Sciences (March 2013).
 32. "Multimedia Management Teaching Case Impacts on Student Learning" with D. Christopher Brooks, Association for Public Policy Analysis and Management annual conference, Baltimore, Maryland (November 2012).
 33. "Aiming to Build Deliberative Capacities: The Practices and Artifacts of Art of Hosting" with Kathryn Quick. Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Indianapolis, Indiana (November 2012) and Associate Collegiate Schools of Planning, Cincinnati, Ohio (November 2012).
 35. "Resourcing Public Value through Deliberative Processes: The Practices and Artifacts of Art of Hosting," with Kathryn Quick. Creating Public Value national scholarly conference, Center for Integrative Leadership, University of Minnesota (September 2012).
 36. "Seasoning and Situating Judgment: Learning to Facilitate Deliberative Processes," with Kathryn Quick and Nicolas Stuber. Interpretive Policy Analysis conference, Tilburg, Netherlands (July 2012)
 37. "Seasoning and Situating Judgment: Learning to Facilitate Deliberative Processes," International Society for Third Sector Research, Sienna, Italy (July 2012).
 38. "Hosting Conversations to Create Public Value," invited research seminar Michael M. Davis Seminar on Health and Vulnerable Populations, School of Social Service Administration, University of Chicago, Chicago, IL (April 2012).
 39. "Sowing the Seeds: The Impact of Paper versus E-Cases in Public Affairs Courses," with D. Christopher Brooks, 9th Sloan Consortium Blended Learning Conference and Workshop, Milwaukee, WI (April 2012).
 40. "The Roles of Networks in Building Management and Program Capacity Within Human Services," Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Toronto, Canada (November 2011).
 41. "Deepening our Understanding of Nonprofit Advocacy as Accomplished by Networks," Association for Public Policy Analysis and Management annual conference, Washington, DC (November 2011).
 42. "Enabling and Constraining Advocacy Practices within Human Services Networks," Georgetown University invited conference on Nonprofits & Advocacy, Washington, DC (March 2011)

43. "Enabling and Constraining Advocacy Practices within Human Services Networks," Public Management Research Association national conference, Syracuse, NY (June 2011).
44. "Examining Practices in Human Service Networks Important to Government," Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Alexandria, VA (November 2010).
45. "Defining and Tracking Effectiveness: Implementing Performance Management through Human Service Networks," Public Management Research Association national conference, Columbus, OH (October 2009).
46. "Comparing Community Action to Minnesota's Other Human Service Organizations," Minnesota Community Action Partnership board meeting, St. Paul, MN (January 2009).
47. "Exploring the Nature and Consequences of Nonprofit Management Capacity," with Nicole Martin Rogers, Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Philadelphia, PA (November 2008).
48. "Examining how Networks Shape the Implementation of Public Programs for Low Income Citizens," Association for Public Policy Analysis and Management annual conference, Los Angeles, CA (November 2008).
49. "Who Knew: Digging Deeper into Data About Nonprofit Organizations," with Christina Wessel and Steven Jenkins, Minnesota Council of Nonprofits Annual conference, St. Paul, MN (October 2008)
50. "Reconstituting the Safety Net: Principles and Design Elements that Support Low-Income Workers," West Coast Poverty Center, University of Washington at Seattle (September 2008).
51. "Comparing the MACC Community with Other Minnesota Human Service Agencies," MACC Alliance for Connected Communities board meeting, St. Paul, MN (September 2008).
52. "Understanding Complex Environments through Policy Fields Analysis," American Society for Public Administration national conference, Dallas, TX (March 2008).
53. "Exploring Tools that Help Nonprofit Managers Navigate their Environments," invited presentation at the Evan's School of Public Affairs' faculty seminar, University of Washington, Seattle, WA (January 2008).
54. "Probing our Understanding of the Sector: A Comparison of NCCS and the Minnesota Longitudinal Finance Study," with Clare Mortensen, and Zhirong Zhao. Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Chicago, IL (November 2007).
55. "Seeing the Forest Through the Trees: Tools for Helping Nonprofit Managers Understand their Fiscal Environment," with Jon Pratt and Clare Mortensen, Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Chicago, IL (November 2007).
56. "Unpacking the Program Technology of Human Service Organizations," Public Management Research Association national conference, Tuscon, AZ (October 2007).
57. "How Can we Organizing Various Ways of Knowing: Reflections on the Minnesota Council of Nonprofits Leadership Institute," Theorizing Ways of Knowing conference, sponsored by the Coast-to-Coast Inclusive

- Management Initiative of Virginia Tech University and University of California at Irvine, Washington, DC (May 2007).
58. "Constructing Policy Fields to Inform Research in Nonprofit Organizations," Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Chicago, IL (November 2006).
 59. "Analyzing the Tools of Government in Relation to How they Influence Organizational Effectiveness," Association for Public Policy Analysis and Management annual conference, Madison, Wisconsin (November 2006).
 60. "The State and Local Contexts of Third Party Government: Helping Students Analyze Policy Fields," National Association of Schools of Public Affairs and Administration annual conference, Minneapolis, Minnesota (October 2006).
 61. "Collaborative Service Provision in the Public Sector: What is Known from the Research," Workshop on Collaborative Public Management, sponsored by the Maxwell School of Syracuse University (September 2006).
 62. "Using Lessons of Public Affairs to Hone Strategic Philanthropy," Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Washington, DC (November 2005).
 63. "Collaborations in Early Childhood Education: The Implementation and Impact of Blending Head Start, Preschool and Child Care Programs," National Association for the Education of Young Children national conference, Anaheim, California (November 2001).
 64. "Assessing Human Service Organizations for Field-Based Research," Western Political Science Association meeting, San Jose, California (March 2000).
 65. "Examining Welfare Implementation in Light of Policy Goals," Workshop on Models and Methods for the Empirical Study of Governance and Public Management, University of Arizona, (May 1999).
 66. "Questioning Public Management from the Front-lines: The Case of Welfare Service Provision in the United States," International Research Symposium on Public Management, Birmingham, United Kingdom (March 1999).
 67. "Exploring the Effect of Welfare Reform Implementation on the Attainment of Policy Goals: An Examination of Michigan Counties," Association for Public Policy Analysis and Management annual conference, New York (October 1998).
 68. "The Structural Impediments to Front-line Human Service Collaboration: The Case of Welfare Reform," American Political Science Association annual conference, Boston, MA (September 1998).
 69. "The Structuring of Front-line Work: Conditions within Local Welfare and Welfare-to-Work Organizations in Michigan," Association for Public Policy Analysis and Management annual conference, Washington, DC (November 1997).
 70. "The Mirror Has Two Faces: Welfare Clients' and Workers' Views of Each Other, Self-Sufficiency and Policy Reforms," National Association for Welfare Research and Statistics annual meeting, Atlanta, Georgia (July 1997).

71. "Self-Sufficiency: An Under-Defined Goal for Public Policy," Association for Public Policy Analysis and Management annual conference, Pittsburgh, Pennsylvania (November 1996).
72. "Changing the Culture of the Welfare System on the Front Lines," National Association for Welfare Research and Statistics annual meeting, San Francisco, California (July 1996).
73. "A Feminist Ethic and Strategy of Public Policy Analysis," National Women's Studies Association national conference, Saratoga Springs, New York (June 1996).
74. "The Impact of Poverty on Children's Health and Learning," Children's Defense Fund National Conference, Cincinnati, Ohio (March 1994).

Other selected presentations & facilitated meetings

75. "Interrogating the Evidence-Based Movement: Implications for Equity, Power and Practice Among Nonprofit Organizations, Panel participant, Association for Research on Nonprofit Organizations and Voluntary Action, San Diego, CA (November 2019).
76. "Innovation – What Does it Take?" Keynote address at the Minnesota Association for County Social Services Administrators annual conference (May 2019).
77. "Collaborative Governance and the Field of Public Administration," Consortium for Collaborative Governance Emerging Scholars Workshop, University of Arizona (February 2019).
78. "Understanding Innovation and Change in Nonprofit Human Services," invited roundtable and "Emerging Scholars Professional Development Workshop," Association for Research on Nonprofits and Voluntary Action (ARNOVA) annual conference, Austin (November 2018).
79. "Supporting the Implementation of Rapid Learning Methods: Perspectives from the Field," U.S. Department of Health and Human Services, Office of Planning, Research and Evaluation conference on Rapid Learning Methods for Testing and Evaluating Change," Washington, DC (October 2018).
80. "Creating a Work Environment where all Women can Thrive," facilitator, University of Minnesota's Women's Faculty Cabinet (May 2017).
81. "Bumps in the Facilitation and Evaluation Design Road," and "The Art of Hosting Evaluations that Matter," with Hanife Cakici and Rita Fierro, American Evaluation Association national meeting, Atlanta (October 2016).
82. "Creating Innovation through Authentic Learning," Minnesota Association of County Social Service Administrators (October 2016).
83. "Practice for Building the Capacity of State and Local Program Managers to Create and Use Research Evidence," U.S. Department of Health and Human Services, Research and Evaluation Conference on Self-Sufficiency (June 2016).
84. "Lessons from Development of Technology Enhanced Learning at the Humphrey School," University of Minnesota Provost's Innovation in Teaching Showcase (April 2016).
85. "Magnifying what we know: Culture, Sustainability, & Systems Change," U.S. Department of Health and Human Services, Office of Child Support

- Enforcement, workshop for Child Support Noncustodial Parent Employment Demonstration sites. (March 2016).
86. "Evaluation in the Context of Public Policy: Implications, Strategies, and Challenges," Minnesota Evaluation Studies Institute (March 2016).
 87. "Seasons of Inspiration, Action and Discernment," Snowfall Soiree, MPA Mid-Winter Gathering, Humphrey School of Public Affairs (February 2016).
 88. "Participating in and Creating the Commons: Creating and Using Open Educational Resources," Annual conference of the Association for Research on Nonprofit and Voluntary Action (November 2015)
 89. "Using E-Cases in African Public Policy Education" (three day workshop), Program for African Governance and Social Science Research, Kenya (August 2015).
 90. "Building Multi-Media Teaching Materials," and "Hosting Interactive Classrooms," Preconference workshops, Public Management Research Conference, Minneapolis, MN (June 2015).
 91. "Implementation Remix: Ripping Down Walls Between Policy and Management," with Stephanie Moulton. Percolator Session. Public Management Research Conference, Minneapolis (June 2015).
 92. Participant, National Science Foundation sponsored meeting, "Curriculum Development to Enhance Social Scientists' Capacities to Create and Sustain Social Change," LBJ School of Public Affairs, University of Texas at Austin (February, 2015).
 93. MFIP Results Initiative, Training Design Work group (September, November, December), Operations Work Group (November, December), Research and Development Work Group (January – December, 2014).
 94. "Shifting Practice and Culture to Benefit from Technology Enhanced Learning," speaker and panel organizer," National Association of Schools of Public Affairs and Administration (NASPAA) annual conference, Albuquerque, NM (November 2014).
 95. "How to Effectively Use Cases and Simulations in the Curriculum," Preconference Workshop, National Association of Schools of Public Affairs and Administration (NASPAA) annual conference, Albuquerque, NM (November 2014).
 96. "Art of Participatory Leadership: Engaging Others in Public Problem Solving," Young African Leaders Initiative, Humphrey School of Public Affairs (June 2014).
 97. "Using Multimedia Learning Objects to Enhance Public Affairs Education," presenter and roundtable organizer, Association for Public Policy Analysis and Management spring conference, Washington, DC (April 2014).
 98. Multi-day training in Hubert Project Content Creation and Innovations in Instructional Methods, Program for African Governance and Social Science Research, Nairobi, Kenya (January & August 2014).
 99. "Teaching with Interactive Learning Materials: Lessons from the Hubert Project," invited lecture at the Glenn School of Public Policy, the Ohio State University (September 2013).

100. Diversity Change through Hosted Conversations, College of Arts and Science, University of North Carolina, three day-long programs developed and implemented (August 2013)
101. "Hosting Meaningful Conversations to Lead Organizational Change," Minnesota Department of Human Services, Leadership Development Program (May 2013).
102. Faculty workshop on Hubert Project Material Creation, School of Public and Environmental Affairs, Indiana University (May 2013).
103. Case Study Teaching at Public Policy Schools, Invited workshop (with Kent Weaver and Steven Rathgeb Smith), Hertie School of Governance, Berlin, Germany (April 2013).
104. "Teaching with Interactive Learning Materials: Lessons from the Hubert Project," invited lecture at the Department of Public Policy, University of Arizona (April 2013)
105. Visiting Scholar, Symposium Workshop on Enhancing Government – Civil Society Relations in Greater China, The University of Hong Kong, Faculty of Social Sciences (March 2013).
106. Workshop on Building NGO Leadership through Reusable Learning Materials (with Kate Conners), The University of Hong Kong, Faculty of Social Sciences (March 2013).
107. "Investment to Impact: Why Measuring Results Matters Now," plenary facilitator, Greater Twin Cities United Way forum (December 2012).
108. "Exploring Multi-Media Learning Materials for Public Affairs Education: Lessons from the Hubert Project," Invited Talk, School of Public and Environmental Affairs, Indiana University (November 2012).
109. "Philanthropic Investments that Build and Share Knowledge Among Nonprofit Scholars," colloquy and "How Philanthropy is Changing and Why" plenary facilitator, Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Indianapolis, Indiana (November 2012).
110. "The Impact Initiative: Co-creating a Future for Nonprofit Services" (with Kerrie Blevins), Minnesota Council on Nonprofits/Council on Foundations annual conference, St. Paul, MN (November 2012).
111. "Teaching for Democracy: Collaborative and Participatory Student Experiences," National Association of Schools of Public Affairs and Administration (NASPAA) annual conference, Austin, Texas (October 2012).
112. "Case Methodology in the Digital Age: Authoring e-Cases for a new Delivery," (with Kate Conners), Distanced Teaching & Learning conference, University of Wisconsin – Madison (August 2012) and 18th annual Sloan Consortium Conference on Online Learning, Orlando, FL (October 2012).
113. Nonprofit Field Realignment Impact Initiative. Three-day workshops in three fields: HIV/AIDs, Disconnected and Homeless Youth, Disability Services (with Paul Masarchian and Marcela Orteló), Minnesota Council of Nonprofits, Minneapolis (August-September 2012).
114. Workshop "Hosting Important Conversations Among the Right People," Ontario Municipal Social Services Association, Canada (November 2011).

115. "New Models for Executive Education Programs during the Downturn" (with Gary DeCramer), National Association of Schools of Public Affairs and Administration (NASPAA) annual conference, Kansas City, Missouri (October 2011).
116. Senior Scholar Participant, Mack Center on Nonprofit Management, School of Social Welfare, University of California, Berkeley (July 2011).
117. "Hosting as a Core Leadership Practice" (with Ginny Beldon-Charles & Bernadine Jocelyn), Nonprofit Leadership Conference, Minneapolis (June 2011).
118. "The Development and Use of Multimedia Teaching Tools for Nonprofit Management" (with Kim Borton), Benchmark 3.5: Nonprofit & Philanthropic Studies conference, Nonprofit Academic Centers Council, San Diego, California (March 2011).
119. Respondent to Steven Rathgeb Smith Keynote, "Changing Government Policy and its Implications for Educating Nonprofit Leaders," Benchmark 3.5: Nonprofit & Philanthropic Studies conference, Nonprofit Academic Centers Council, San Diego, California (March 2011).
120. "Multimedia Cases & Decision Simulations: 21st Century Tools for Teaching Nonprofit Management & Leadership," Invited presentation, Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Alexandria, VA (November 2010).
121. "Essential Elements in Interagency Collaboration," closing keynote, Minnesota Collaborative Action for Employment conference (November 2010).
122. "Partnerships: Combining Forces to Improve Results," invited session leader, Minnesota Council on Foundations (October 2010).
123. "Connecting Community Leadership for Renewal and Action," lead facilitator, Center for Integrative Leadership with InCommons (co-sponsored with Extension's Center for Community Vitality and Office of the Vice President of Community Engagement) (October 2010).
124. Keynote and Meeting Facilitator, "Head Start's Role in Shaping Minnesota's Early Education Future," Minnesota Head Start Association (July 2010).
125. Lunchtime Panel Facilitator, "Reimagining Organizations," Nonprofit Leadership Conference, Minneapolis (June 2010).
126. Lunchtime Keynote Speaker with Jon Pratt, "Practical Leadership: A Balanced Approach," Nonprofit Leadership Conference, Minneapolis (June 2009).
127. "The Development and Use of Multi-Media Teaching Cases in Public Affairs Classrooms," National Association of Schools of Public Affairs and Administration (NASPAA) annual conference, Washington, DC (October 2009).
128. "The Analysis and Improvement of Social Welfare Institutions," Policy Analysis Research Network, St. Paul, MN (December 2008).
129. Colloquy organizer and speaker, "Building Leadership with Knowledge from Our Sector," Colloquy at the Association for Research on Nonprofit Organizations and Voluntary Action annual conference, Philadelphia, PA (November 2008).

130. Lunchtime Keynote Speaker, "Reassembling the Pieces: Constructing Viable Performance Systems by Sharing Expertise," National Symposium on Accountability and Performance Measurement, sponsored by the American Society of Public Administration and Association for Research on Nonprofit Organizations and Voluntary Action, Cleveland State University, Levine College of Urban Affairs (October 2008).
131. Roundtable speaker, "Bridging the Cultural Divide for Stronger Government-Nonprofit Partnerships," with Kristin Batson and Christine Wroblinski Minnesota Council of Nonprofits Annual Conference, St. Paul, Minnesota, (October 2008).
132. "Equity and Justice: Implications for Collaborative Governance." American Political Science Association annual meeting, Boston (September 2008).
133. Conference discussant, "A State of Agents? Third-Party Governance and Implications for Human Service Delivery," Institute for Research on Poverty, University of Wisconsin, Madison (July 2008).
134. Meeting Facilitator and Research Presentation, "The State We are In: Ideas for Strategic Management in Minnesota's Human Service Nonprofits," meeting convened by the Greater Twin Cities United Way and Minnesota Council of Nonprofits, Minneapolis, MN (July 2008).
135. "Can a Framework for Measuring the Role of Faith in Program Outcomes be Developed?" Conference Discussant, Institute for Research on Poverty working conference, University of Wisconsin, Madison (April 2008).
136. "The Changing Dynamics of the MPP/MPA degree," Association for Public Policy Analysis and Management spring conference, Washington, DC (April 2008).
137. "Nonprofit Mergers: Considering the Options," Minnesota Council of Nonprofits Annual Conference, Duluth, Minnesota, (October 2007).
138. "How Does Increasing the Strategic Focus of Grant makers affect Grantee Performance?" Grantmakers for Effective Organizations national conference, Atlanta, Georgia (March 2006).
139. Representative on request of the U.S. State Department, week-long trip to the Republic of Turkey speaking to universities, the press, and NGOs working in the areas of child poverty, economic development and early childhood education (December 2005).
140. "Learning from the Master Gardeners: Promoting Family Economic Security with the Tools of Community Action," Major address, National Association for State Community Service Programs annual fall conference, Portland, OR (October 2005) and Keynote address, Community Action Agency Executive Leadership Workshop, St. Paul, MN (June 2005).
141. "Regionalization of Human Services," Minnesota Association of County Social Service Administrators annual fall conference, Nisswa, MN (September 2005).
142. "Philanthropy and Public Policy," National Center for Black Philanthropy annual conference, Minneapolis, MN (June 2005).
143. Financial Literacy and Asset Development Roundtables, Minnesota Saves Network, St. Paul, MN (Fall 2004).

144. "What Do We Know about Collaborations: Integrating Theory and Practice," Minnesota Council on Foundations (July 2002).
145. "The Dynamics of Government – Nonprofit Contracting," Minnesota Council of Nonprofits (June 2002 and November 2002) and Minnesota Metropolitan Alliance of Community Centers (October 2002).
146. "Exploring Early Childhood Collaborations Across Virginia's Communities," facilitated meeting, Lynchburg College, Virginia (June 2002).
147. "Understanding Management Reform in Non-profit Organizations," Minnesota Council on Non-Profits annual conference, St. Paul, Minnesota (October 2001).
148. "Strengthening Management Systems & Support," Non-Profit Learning Forum, United Way of Central New York (May 2001).
149. "Utilizing Research in Policy Advocacy," Roundtable on Welfare-to-Work Policies in Midwestern States sponsored by the Michigan League for Human Services, Lansing, Michigan (October 1996).
150. "Gathering Information Face to Face: A Strategy for "Monitoring Welfare Changes: The Role of Community-University Partnerships," Children's Defense Fund national conference, Los Angeles, CA (March 1998).
151. "Monitoring Welfare Devolution," Children's Defense Fund national conference, Washington, DC (March 1997).

Other professional positions

Department of Political Science, University of Copenhagen

Visiting Professor, (January 2020-June 2020)

McKnight Foundation, Minneapolis, MN

Director, Children and Families program (September 2003 – October 2005)

Program Officer (September 2001 – September 2003)

Department of Public Administration & Center for Policy Research, Maxwell School of Citizenship & Public Affairs, Syracuse University, Syracuse, NY

Assistant Professor & Senior Research Associate (January 1998 – August 2001)

Lead Trainer, Executive Education Program (June 1998 – June 2001)

Bush Foundation, St. Paul, MN

Senior Program Development Consultant (August 2009 – June 2010)

Minnesota Council on Nonprofits, St. Paul, MN

Senior Fellow (July 2006 – December 2009)

Private Philanthropic Institutions, Consultant, with places such as Charles Stewart Mott Foundation, Greater Twin Cities United Way, Blue Cross/Blue Shield Foundation, Pohlad Family Foundation, Minnesota Council on Foundations, (2000-2011)

Urban Institute, Washington, DC

National Head Start Leadership and Data Systems Expert Advisor, (February 2013-2014)

Research Consultant (February 1999- August 2001)

Poverty Research and Training Center, University of Michigan, Ann Arbor, MI

Pre- and Post-Doctoral Research Fellow (June 1995 - December 1997)

School of Social Work, University of Michigan

Lecturer MSW program (January - April 1996)

Institute for Social Research, Survey Research Center, U of Michigan

Graduate Research Assistant (August 1992 – June 1995)

AIDS Care Connection of United Community Services, Detroit, MI

Consultant and MSW-intern (January - September 1993)

Children's Defense Fund, Washington, DC

Program Assistant, Family Support Division (July 1990 - July 1992)

Selected national & university academic service **Field Development & Leadership**

Expert Consultant, Aspen Institute, Ascend program on organizational and systems change to support Whole Families system reform, 2019.

National Academy of Public Administration, Social Equity Standing Committee member, 2018-present.

Expert Consultant, Child Trends, "Human Centered Design for Human Services," January 2018 – July 2021.

Expert Consultant, Office of Planning, Research and Evaluation, U.S. Department of Human Services, Conference on "Rapid Learning Methods for Testing and Evaluating Change in Social Services," October 2018.

Association for Public Policy Analysis and Management (APPAM)

Policy Council, (national elected position) 2013- 2016.

Strategic Planning committee, (appointed position), 2015

Diversity committee, 2016 - 2018.

Young scholar mentor, 2016 - present

Dissertation awards committee chair, 2014

Program Committee, Family and Child Policy, 2017. Public & Nonprofit member 2012, co-chair 2013, and panel planner 2014-2015, 2018.

Regular conference panel discussant, 1995-2001, 2006-present;

Public Management Research Association (PMRA),

Co-chair, annual conference in Minneapolis, 2015

Regular panel discussant, 2007-present.

National Advisory Board for Governance reform, 2012.

National Expert Panel, Community Services Block Grant Evaluative Capacity, Urban Institute, 2017-2018.

National Expert Panel, Assessment of TANF implementation at the frontlines, MDRC, 2017.

Association for Research on Nonprofit and Voluntary Action (ARNOVA)

Early Scholars Research Roundtable facilitator, 2016- present

Co-Chair conference program, public policy Track, 2006-2010;

National symposium participant on Human Service Organizational Technology, Administration for Children & Families, U.S. Department of Human Services, Washington, DC, September 2012.

Reviewer, National Science Foundation, Organizational Sciences (SES), 2011-2013

Scholarly Journals

Editorial Board, Nonprofit & Voluntary Sector Quarterly, 2016-present.

Editorial Board, Journal of Public Administration, Research and Theory, 2018 – present.

Co-Editor, Journal of Public Administration, Research and Theory, 2009-2011.

Associate Editor, Journal of Public Administration, Research and Theory, 2007-2009.

Editorial Board, American Review of Public Administration, 2016-present.

Editorial Board, Journal of Public Affairs Education, 2012-present.

Editorial Board, Nonprofit Management & Leadership, 2005-2011.

Editor Search Committee, Nonprofit Management & Leadership, 2008.

Current Reviewer:

Perspectives on Public Management & Governance, 2017 - present

Social Service Review, 1997-2001, 2008, 2010-present;

Public Administration Review 2002, 2007-present.

International Public Management Review, 2012-2015

Administration & Society, 2013-2018

National Professional Associations Membership

Association for Research on Nonprofit Organizations and Voluntary Action

Association for Public Policy Analysis and Management (APPAM).

Public Management Research Association (PMRA).

Humphrey School of Public Affairs Service

Chair, School's Executive Council, 2015-2018 (elected office); Member, 2009-2010, 2015-2018 (elected office)

Leadership & Management Area Chair, 2010 – 2012, 2014 - 2019.

PhD Committee member, 2014 – 2016.

Promotion & Tenure Committee, 2011-12, 2014-2016 (elected office).

Co-designer and co-host Nonprofit Leadership Conference with Minnesota Council of Nonprofits, 2006-2018.

Educational Policy and Curriculum Committee, 2006-2015.

Center for Integrative Leadership, Co-Academic Director, 2010 – 2012

Dean's Search Committee, 2011.

Civic Innovation Lab planning committee, 2011-12.

Community service

Council Member, Mayflower United Church of Christ (UCC) congregation
2017 – present

Board Member, Family Partnership, 2018 - present

International Steward, Art of Hosting and Harvesting Conversations that
Matter, 2013 – present.

Board Member, Think Small, 2008-2015. Governance Committee chair 2013-
2015;

Board Member, Accountability Minnesota 2005-2014. Board President 2009-
2012 (elected office);

Member, Midwest Regional Community of Practice, Art of Hosting and
Harvesting Conversations that Matter, 2011 – 2016;

Advisory Board, Design for Good, AIGA Minnesota, 2012 - 2013;

State of Minnesota Grants Innovation Commission, 2009;

Legislative Early Childhood Caucus Working Group for QRIS implementation,
2009;

Reviewer, Public Grant Committees, Minnesota Department of Human
Services, 2005-2006;

Founding Board Member, Minnesota Early Learning Foundation, 2005-2006;