

Joanne G. Carman

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Department of Political Science & Public Administration
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Appointments

Associate Professor, Department of Political Science and Public Administration
University of North Carolina at Charlotte, 2011 – present.

Assistant Professor, Department of Political Science and Public Administration
University of North Carolina at Charlotte, 2005 – 2011

Education

PhD Public Administration, Rockefeller College, University at Albany (SUNY), May 2005
Field: Politics and Administration, Nonprofit Management

MA Rockefeller College, University at Albany (SUNY), May 1994
Public Affairs and Policy

BA Political Science, Hartwick College, May 1990

Interests

Public and Nonprofit Management, Program Evaluation, Community Development, Civic Engagement

Articles Under Review

Carman, J. G. & Fredericks, K. A. (2015). Using theory to understand evaluation and learning in foundations. *American Journal of Evaluation*.

Articles

1. Carman, J. G. & Fredericks, K. A. (2013). Nonprofits and accreditation: Exploring the implications for accountability. *International Review of Public Administration (Symposium: Nonprofit Accountability)*, 38 (3), 51-68.
2. Carman, J. G. (2013). The case for participatory evaluation in an era of accountability: Unexpected opportunities. A Reply to Jill Chouinard. *American Journal of Evaluation*, 34 (2), 261-265 (an invited and peer reviewed Dialogue with Jill Chouinard and Lois-ellin Datta).

3. Carman, J. G. & Nesbit, R. A. (2013). Founding new nonprofit organizations: Syndrome or symptom? *Nonprofit and Voluntary Sector Quarterly*, 42 (3), 603-321.
4. Carman, J. G. & Hefner, R. A. (2012) Using civic engagement and collaboration to create community change: Lessons from Charlotte, NC. *The Foundation Review*, 4(2), 30-43.
5. Leland, S. M., Carman, J. G., & Swartz, N. (2012). Understanding succession planning at the local level: A study of the opportunities and challenges facing cities and counties. *National Civic Review*, 101 (2), 44-50.
6. Carman, J. G. (2011). Understanding evaluation in nonprofit organizations. *Public Performance & Management Review*, 34 (3), 350-377.
7. Carman, J. G. (2011). What you don't know can hurt your community: Lessons from a local United Way agency. *Nonprofit Management and Leadership* , 4(21), 433-448.
8. Millesen, J. L., Carman, J. G., & Bies, A. L. (2010). Why engage? Understanding the incentive to build nonprofit capacity. *Nonprofit Management and Leadership*, 21(1), 93-111.
9. Carman, J. G., Leland, S. M., & Wilson, A. J. (2010). Crisis in leadership or failure to plan? Insights from Charlotte, NC. *Nonprofit Management and Leadership*, 21(1), 5-20.
10. Carman, J. G. (2010). The accountability movement: What is wrong with this theory of change? *Nonprofit and Voluntary Sector Quarterly*, 39(2), 256-274.
11. Carman, J. G. & Fredericks, K. A. (2010). Evaluation capacity and nonprofit organizations: Is the glass half-empty or half-full. *American Journal of Evaluation*, 31(1), 84-104.
12. Carman, J. G. (2009). Nonprofits, funders, and evaluation: Accountability in action. *The American Review of Public Administration*, 39 (4), 374-390.
13. Carman, J.G. & Fredericks, K. A. (2008). Nonprofits and evaluation: Empirical evidence from the field. (pp. 51-72). In J. G. Carman & K. A. Fredericks (Eds.) *Nonprofits and Evaluation*. New Directions for Evaluation (119). San Francisco, CA: Jossey Bass.
14. Carman, J. G., Fredericks, K. A., & Introcaso, D. (2008). Government and accountability: Paving the way for nonprofits and evaluation. (pp. 5-12). In J. G. Carman & K. A. Fredericks (Eds.) *Nonprofits and Evaluation*. New Directions for Evaluation (119). San Francisco, CA: Jossey Bass.
15. Fredericks, K. A., Deegan, M. & Carman, J. G. (2008). Using system dynamics as an evaluation tool: An experience from a demonstration program for people with developmental disabilities. *American Journal of Evaluation*, 29(3), 251-267.
16. Carman, J. G. (2007). Evaluation practice among community-based agencies: Research into the reality. *American Journal of Evaluation*, 28(1), 60-75.
17. Carman, J.G. & Millesen, J. L. (2005). Nonprofit program evaluation: Organizational challenges and resource needs. *Journal of Volunteer Administration* (23), 36-43.
18. Fredericks, K. A., Carman, J. G., & Birkland, T. A. (2002). Program evaluation in a challenging authorizing environment: Intergovernmental and Interorganizational factors (pp. 5-22). In R. Mohen, D.

J. Bernstein & M. D. Whitsett (Eds.). *Responding to sponsors and stakeholders in complex evaluation environments*, New Directions for Evaluation (95). San Francisco, CA: Jossey Bass.

19. Carman, J. G. (2001). Community foundations: A growing resource for community development. *Nonprofit Management and Leadership*, 12 (1), 7-24.

Book Reviews

Carman, J. G. (2015). [Review of 3 books: *Feedback that Works for Nonprofit Organizations*, *Influence for Nonprofit Leaders*, and *Feedback to Managers: A Guide to Reviewing and Selecting Multirater Instrument*]. *Journal for Nonprofit Education and Leadership*, 5 (2), 131-133.

Carman, J. G. (2002). [Review of the Book, *Accountability and Effectiveness Evaluation in Non-Profit Organizations*], *Nonprofit and Voluntary Sector Quarterly*, 31(4), 601-604.

Conference Presentations

Association for Research on Nonprofit Organizations and Voluntary Action (2015, 2014, 2013, 2012, 2010, 2009, 2008, 2007, 2006, 2004, 2003, 1998)

American Evaluation Association (2013, 2012, 2008, 2007, 2006, 2003)

Southeastern Conference for Public Administration (2004, 2015)

North Carolina Political Science Association (2015)

Urban Affairs Association (2011)

International Society for Third Sector Research (2004)

External Grants

- ♦ Housing First, Mecklenburg County, \$200,000, Investigator, 2015
- ♦ United Agenda for Children, Council for Children's Rights; Principal Investigator \$25,000, 2010
- ♦ Program Review for Mecklenburg County, NC; Co-Principal Investigator with UNCC-Dept. of Political Science, \$18,154, 2005
- ♦ The Working Poor, Community Link; as Sub-Contractor, \$7,800, 2005

Internal Grants

- ♦ Program Evaluation Practice Among Indiana Nonprofits, UNC-Charlotte Faculty Research Grant, \$6,000, 2007-2008

Grant Proposals, Not Funded

- ♦ Corporation for National and Community Service. Social Capital and Volunteering in Communities: An Examination of County-Level Effects and Measures, \$238,396 for 3 years, 2015
- ♦ Institute for Nonprofits, NC State University. The PATH of Least Resistance: Ending Chronic Homelessness in the Triangle (as Subcontractor, \$86,185 for 5 years, 2006
- ♦ Voinovich Center for Leadership and Public Affairs, Ohio University,. Leading with Vision and Strategy: Museums and Public Value (as Subcontractor, \$80,000 for 3 years, 2006
- ♦ Positive Community Impact. Compassionate Capital (as Subcontractor, \$20,000 for 3 years, 2005

Research, Evaluation, and Consulting Projects

- ♦ TrendSpotter, NC State Institute for Nonprofit Research, Education and Engagement, 2012-2013, 2015, <https://www.philanthropyjournal.org/>
- ♦ Health and Wellness Program, Houston Independent School District, University of San Diego, 2015
- ♦ PowerUp Laptop Initiative, Houston Independent School District, University of San Diego, 2015
- ♦ San Diego County Technology Needs Assessment, University of San Diego, 2013-2014
<http://www.sandiego.edu/soles/centers-and-research/institute-for-entrepreneurship-in-education/mobile-technology-learning-center/reports-and-publications.php>
- ♦ Using Social Network Analysis in Evaluation, Robert Wood Johnson Foundation, 2013
<http://www.rwjf.org/en/library/research/2013/12/using-social-network-analysis-in-evaluation.html>
- ♦ EDU2011:Learning-on-the-Go, Phase 1 and Phase 2, University of San Diego, 2012-2013
- ♦ NextGen Nonprofit Scholarship Program, University of San Diego, 2011-2013
- ♦ CharlotteWorks, 2012
- ♦ The Future of Nursing, Sage Colleges and Robert Wood Johnson Foundation, 2011
- ♦ United Agenda for Children, Council for Children's Rights, 2010-2011
- ♦ Weather Education Center, 2008-2009
- ♦ The Working Poor, Community Link, NC, 2005-2006
- ♦ Program Assessment and Review, Mecklenburg County, NC, 2005
- ♦ Options for People Through Services, NY State Office for Mental Retardation and Developmental Disabilities, 2004
- ♦ Corporation for National Community Service, Rockefeller Institute of Government, 2003-2004
- ♦ NY State Cerebral Palsy Association's Personal Outcomes Project, NY State Office for Mental Retardation and Developmental Disabilities, 1998-2004
- ♦ Knowledge Exchange Conferences, NY State Office of the Comptroller, 2003
- ♦ The Alliance for Real Property Tax Reform, NY State Office of Real Property Services, 1998-2003
- ♦ Strategic Planning for the Gateway Arts Council, Shelby County, Ohio, 2002-2003
- ♦ Strategic Planning for the NY State Dispute Resolution Association, 2001
- ♦ Neighborhood Preservation Initiative, Pew Charitable Trusts, 1996-1998
- ♦ Urban Neighborhood & Community Capacity Building Study, 1997-1998
- ♦ Empowerment Zones/Enterprise Communities, U.S. Dept of Housing & Urban Development, 1995-1997
- ♦ Patient Education about the Effect of Zidovudine, Columbia University, 1995-1996
- ♦ Carrera/Dempsey Replication Programs, Robin Hood Foundation, 1994-1996
- ♦ Community Family Planning Council, Robin Hood Foundation, 1994-1996
- ♦ CT Teen Pregnancy Prevention Program, CT Department of Social Services, 1993-1996
- ♦ Rutherford-Polk-McDowell Adolescent Pregnancy Prevention Program, NC Health Dept., 1993-1996
- ♦ Housing Works, Inc., Robin Hood Foundation, 1993-1995

- ♦ Stand Up Harlem, Robin Hood Foundation, 1994-1995
- ♦ Community Engagement Process in Memphis, St. Louis, Austin, Danforth Foundation, 1995
- ♦ Co-Operating School Districts, Danforth Foundation, 1994
- ♦ Plaintalk, Annie E. Casey Foundation, 1994
- ♦ Danforth-Compton Fellowship Program, Danforth Foundation, 1993

Teaching

University of North Carolina at Charlotte, Gerald G. Fox Master of Public Administration Program

- ♦ Public Organizations and Management
- ♦ Grant and Contract Management
- ♦ Research Applications in Public Administration
- ♦ Foundations of the Nonprofit Sector
- ♦ Introduction to Nonprofit Management
- ♦ Urban and Community Development
- ♦ Program Evaluation for the Public and Nonprofit Sectors
- ♦ Independent Studies
 - Grant-writing; Policy Analysis; Nonprofit Sector & Faith-based Organizations; Project & Strategic Planning; Program Evaluation, Nonprofit Management

University at Albany, Rockefeller College

- ♦ Performance Measurement in the Intergovernmental Zone
- ♦ Basic SPSS for Windows

Dissertations and Theses

- ♦ Dissertation committee member (Melissa Strompolis, Psychology, UNC-Charlotte, 2010 to 2015)
- ♦ Dissertation committee member (Karen Okhoya, Public Policy, UNC-Charlotte, 2013 to present)
- ♦ Thesis and Comprehensive Exam committee member (J. Taylor Bishop, Psychology, UNC-Charlotte, 2014 to present)

Professional Service

- ♦ Editorial Board, Nonprofit Management and Leadership, 2015-2018
- ♦ Board Member, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), 2012-2015
- ♦ Chair, ARNOVA Publications Committee, 2015
- ♦ Chair, ARNOVA Membership Committee, 2012-2014
- ♦ Member, American Evaluation Association, 2003 – 2015
- ♦ Member, ARNOVA, 2003 – 2015
- ♦ Member, NC Political Science Association, 2015
- ♦ Program Co-Chair, Nonprofit and Foundations Topical Interest Group (TIG), American Evaluation Association, 2009 – 2011
- ♦ Secretary, ARNOVA Teaching Section, 2011 – 2012

- ◆ Member, Technical Working Group, National Evaluation of the Social Innovation Fund, 2010 - 2011
- ◆ Member, UNC-Charlotte's Nonprofit and Voluntary Action Center, 2008-2012
- ◆ Member, Central Piedmont Chapter, American Society for Public Administration, 2005 – 2009
- ◆ Member, ARNOVA Teaching Section Conference Planning Committee, 2006
- ◆ Grant Proposal Reviewer, Israel Science Foundation, 2013
- ◆ Grant Proposal Reviewer, Robert Wood Johnson Foundation, 2011
- ◆ Reviewer, American Journal of Evaluation, 2008-2015, 20 reviews
- ◆ Reviewer, Nonprofit and Voluntary Sector Quarterly, 2006, 2009- 2015, 16 reviews
- ◆ Reviewer, Evaluation and Program Planning, 2008-2014, 7 reviews
- ◆ Reviewer, Nonprofit Management and Leadership, 2005, 2010- 2015, 7 reviews
- ◆ Reviewer, The Foundation Review, 2011 – 2014, 5 reviews
- ◆ Reviewer, Public Performance and Management Review, 2012-2015, 6 reviews
- ◆ Reviewer, American Review of Public Administration, 2008, 2 reviews
- ◆ Reviewer, Public Administration Review, 2011 – 2012, 2 reviews
- ◆ Reviewer, Journal of Strategy and Management. 2015, 1 review
- ◆ Reviewer, Eastern European Economics, 2013, 1 review
- ◆ Reviewer, Voluntary Sector Review, 2012, 1 review
- ◆ Reviewer, Politics and Policy, 2008, 1 review
- ◆ Reviewer, Calgary Press, Canadian Journal of Evaluation, 2011, external review for publisher
- ◆ Reviewer, Westview Press, 2013, 1 review
- ◆ Reviewer, Sage, 2011-2014, 3 reviews
- ◆ Reviewer, Georgetown University Press, 2008-2009, 2 reviews
- ◆ Reviewer, CQ Press, 2008, 1 review
- ◆ Conference Track Chair, ARNOVA, 2011
- ◆ Conference Proposal Review, Southeastern Conference for Public Administration, 2013
- ◆ Conference Proposal Reviewer, American Evaluation Association, 2006 – 2012
- ◆ Conference Paper Reviewer, Academy of Management, 2006 – 2010

University Service

- ◆ Graduate Certificate in Nonprofit Management Coordinator and Advisor, 2005 – 2015
- ◆ MPA Student Advisor, 2005 – 2015
- ◆ MPA and Nonprofit Management Certificate Program Admissions Committees, 2005 – 2015
- ◆ MPA Assessment and Curriculum Committees, 2009 – 2015
- ◆ MPA Alumni Group Advisor, 2015
- ◆ POLS Department Review Committee, Chair, 2013, 2014, 2015
- ◆ Chair Comprehensive Review Committee, Convener, 2014
- ◆ Ph.D. Health Psychology Advisory Committee Member and Affiliate Faculty Member, 2014 – 2015
- ◆ Ph.D. Public Policy Affiliate Faculty Member, 2014 – 2015, Core Faculty Member 2015
- ◆ Ph.D. Public Policy Comprehensive Exam Review Committee, 2008, 2014, 2015
- ◆ MPA Student Group Advisor, 2010-2012
- ◆ Gerald G. Fox Endowment Steering Committee Member, 2011-2012
- ◆ POLS Department Review Committee, Member, 2012
- ◆ POLS Department Review Committee, Junior Faculty Member Observer, 2010
- ◆ MPA Strategic Plan Facilitator, 2009, 2014
- ◆ Arts Administration/Nonprofit Management Faculty Search Committee, 2007
- ◆ MPA Comprehensive Exams Committee, 2006 – 2007
- ◆ Diversity Officer, 2006

- ♦ Chapter Advisor, Pi Sigma Alpha, 2005 – 2006

Guest Speaker/Panelist (Professional and Community Groups)

- ♦ Expert Consultant on Capacity Assessment Frameworks, U.S. Human Resources and Services Administration (HRSA), HIV/AIDS Bureau, October 16, 2014
- ♦ Participatory Evaluation in Today's Climate of Accountability: Reflections on the Possibilities and Challenges of Evaluation within a Public Sector Context Evaluation Association, October 17, 2013, Washington, D. C.
- ♦ The Best Laid Plans: Evaluation in Complex Community-Based Organizations, Annual Conference of the American Evaluation Association, October 26, 2012, Minneapolis MN.
- ♦ Uniting for Community Change: Lessons from Charlotte, Annual Conference of the American Evaluation Association, November 13, 2010, San Antonio, TX
- ♦ Nonprofits and Evaluation – Lunch Roundtable, Southeast Ecological Community Psychology Conference, October 9, 2010, UNC Charlotte
- ♦ Nonprofits and Accreditation, April, 20, 2010, Eastern Evaluation Research Society, Galloway, NJ
- ♦ Nonprofit Evaluation: Moving away from Accountability and Toward Improved Performance, Annual Conference of the American Evaluation Association, November 13, 2009, Orlando, FL
- ♦ Methods for Evaluating Organizational Capacity and Development, National Evaluation Center at the AIDS Education and Training Center, Center for AIDS Prevention Studies, October 26, 2009, University of California, San Francisco
- ♦ Nonprofits and Evaluation, April, 21, 2009, Eastern Evaluation Research Society, Galloway, NJ
- ♦ Succession Planning and Retaining Rising Leaders: Insights from Charlotte, NC, October 15, 2008, Center for Creative Leadership, Greensboro, NC
- ♦ Measuring and Evaluating Volunteer Contribution, May 8, 2008, Metrolina Association of Volunteer Administrators, Dowd YMCA, Charlotte, NC
- ♦ Measuring Performance in Nonprofit Organizations, February 15, 2008, USC-Upstate, Spartanburg, SC
- ♦ Crisis in Leadership: Nobody Available? November 1, 2007, MPA Alumni & Student Conference, UNC-Charlotte
- ♦ Challenges & Recommendations for Using Evaluation in the Nonprofit Sector, November 4, 2006, Annual Conference of the American Evaluation Association, Portland, OR
- ♦ Logic Models & Outcomes Measurement, July 6, 2006, Community Link, Charlotte, NC
- ♦ Beyond Nonprofit Accountability: Using Participatory Evaluation for Organizational Learning, March 29, 2006, Community of Nonprofit Scholars, NC State, NC
- ♦ Understanding Program Evaluation Practice in Nonprofit Organizations, November 10, 2005, ASPA Center Piedmont Chapter, NC
- ♦ Essentials in Public Management: Performance Measurement, November 10, 2004; ASPA Empire State Capital Area Chapter, NC
- ♦ Strategic Program Evaluation, April 23, 2004; Executive Leadership Institute, Ohio University
- ♦ Evaluating Housing & Community Development Activities, October 21, 2003; Neighborhood Preservation Coalition of New York State, NY

Community Service

- ♦ ARNOVA Strategic Plan, 2013 – 2016 (strategic planning and evaluation)
- ♦ Open World Delegation – Tajikistan, 2013 (fundraising and evaluation)

- ♦ ARNOVA Intercultural Competence and Communication Initiative, 2012-2013 (evaluation)
- ♦ Habitat for Humanity, Charlotte, 2012 (evaluation)
- ♦ City Employee of the Year Review Committee, 2011 – 2012
- ♦ The Lending Tree Foundation, 2011 (evaluation and program planning)
- ♦ Greater Mecklenburg Community Services, 2010 (grant-writing)
- ♦ Leadership Academy, United Family Services, 2009 – 2010 (evaluation and project development)
- ♦ Continuous Quality Improvement Committee, United Family Services, 2008 (evaluation)
- ♦ Big Brothers and Big Sisters of Iredell County, 2007 (evaluation and strategic planning)

Awards and Honors

- ♦ Invited Author's Award, April 20, 2009, Eastern Evaluation Research Society
- ♦ Reassignment of Duties, Fall 2008, UNC-Charlotte
- ♦ Distinguished Doctoral Dissertation Honorable Mention, May 19, 2006, University at Albany
- ♦ Title: Program Evaluation Use and Practice: A Study of Nonprofit Organizations in New York State; Dissertation Committee: Judith Saidel, Beryl Radin, Frank Thompson
- ♦ Graduate Assistantship, 2002-2004, University at Albany
- ♦ Graduate Assistantship, 2000-2001, University at Albany
- ♦ Graduate Assistantship, 1998-2000, University at Albany
- ♦ Graduate Assistantship, 1990-1991, University at Albany
- ♦ Honor Society, 1990, Hartwick College
- ♦ Alice Dornet Award, Political Science, 1990, Hartwick College
- ♦ Pi Sigma Alpha, 1989-1990, Hartwick College,
- ♦ Faculty Scholar, Political Science, 1989, Hartwick College
- ♦ Andrew B. Saxton Fellowship, 1988, Hartwick College

Professional Experience

- ♦ Independent Consultant, 1999 - present
- ♦ Project Director of OPTS Evaluation (Options for People Through Services), NY State Office for Mental Retardation and Development Disabilities, Albany, NY, 2004
- ♦ Graduate Assistant, Center for Policy Research, University of Albany, NY, 1998 - 2004
- ♦ Assistant to the Editor, *Journal of Public Administration Research and Theory*, 2001 - 2002
- ♦ Senior Research Analyst, Rockefeller Institute of Government, Albany, NY, 1996 - 1998
- ♦ Data Analyst, Philliber Research Associates, Accord, NY, 1992 - 1996

(REVISED, DECEMBER 4, 2015)