

SUMMARY

Government-wide Acquisition Service Evidence and Evaluation Lead with 20 years of experience in leading organizational transformation, change and growth. Professional skill sets include employing evaluative and decision/data science thinking to develop, improve and adapt initiatives, policies and strategies across the government. Expertise in strategic planning, performance management, program evaluation, research methods, statistical modeling, customer research using human-centered design methodologies, and data and evidence governance. A proven analyst with a solid record of reliable, trustworthy and outstanding performance. Highly dedicated, results-oriented and innovative solutions provider.

My professional and academic achievements in leading organizational transformation culminated in the development of a new performance management approach – a data and evidence framework that was adopted by the Federal Acquisition Service (FAS). Its underlying vision was published in an article in Public Administration Review, the #1 peer reviewed journal of Public Administration: [Leading and Learning Through Dynamic Performance Management in Governance](#). Along with numerous invitations to public speaking events, I was selected among **the most forward thinking public servants** in the federal government for a showcase of my innovative ideas at [BOLD GOV 2021](#). Most recently, I was invited to present the W.I.S.E. Performance Framework at the **2024 Annual American Society for Public Administration Conference (ASPA)** and **2023 Marc Holzer Public Performance Symposium**, conducted jointly by the National Center for Public Performance (NCPP) and the Section on Public Performance and Management (SPPM) of ASPA.

EMPLOYMENT HISTORY SUMMARY

<i>PERIOD</i>	<i>TITLE</i>	<i>INSTITUTION</i>
2022 – present	Management and Policy Analyst; Evidence and Evaluation Lead; Government-wide Acquisition Services	General Service Administration
2017-2022	Management and Policy Analyst; FAS Data & Evidence Lead (12.21) Evidence Governance Lead (12.22)	General Service Administration
2016-2017	Executive Officer the to Deputy Commissioner	General Service Administration
2016	Adjunct Faculty, Evaluation of Museum Education	George Washington University
2015-2016	Management Analyst, Chief Financial Officer	National Park Service
2014 – 2015	Service-wide Evaluation Coordinator, Education	National Park Service
2012 - 2014	Senior Social Science Analyst, Office of Policy and Analysis	Smithsonian Institution
2003 - 2012	Social Science Analyst, Office of Policy and Analysis	Smithsonian Institution
1999-2000	Assistant Professor	School of Political Science, Administration & Communication
1998-2000	Staff member, Public Administration Research Center	School of Political Science, Administration & Communication

PROFESSIONAL EXPERIENCE

At the Federal Acquisition Service (FAS):

Management & Program Analyst, Government-wide Acquisition Services (December '22 - present)

- The US government’s over \$200 billion in common spend is orchestrated through the 10 government-wide acquisition Categories of spend. I developed a Category Management Maturity

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Framework and rating structure inclusive of best practices that the 10 Categories use to implement regulatory requirements articulated in M-19-13, M-22-03 and M-23-11 and develop FY24 strategic initiatives. I developed the categories and agencies self-rating assessment and I assessed the maturity of Federal Agencies and Categories of spend, I evaluated the stakeholder satisfaction and benefits from the maturity framework and developed action plans that will be implemented in 2025 to evolve the maturity initiative and the Government-Wide Category Management program. Agencies maturity status is published as a government-wide KPI.

- I designed and conducted a Category Management organizational diagnosis baseline study that included supporting data concerning the program and created an understanding and quantification of the differences among the 10 acquisition Categories. I issued recommendations for improving Category Management's strategy, performance and processes to adapt to the government's acquisitions demands, and orchestrated its resources to most effectively fulfill its requirements and respond to changes in its operating ecosystem such as Administrative priorities. The CM PMO tackled three of my recommendations in FY24, the first one aims to address the Customer Satisfaction feedback gap (see below).
- I am currently developing a Customer Satisfaction Strategy Study for instituting, measuring, managing and using customer experiences (CX) Key Performance Indicators (KPI) with common spend solutions and strategies of categories that range in offerings from professional services to paper pins. I will base the CX strategy and legislative requirements (EO 14058; CA-11, Section 280) and a rigorous study of existing internal and external CX best practices. The resulting CX KPI and Toolkit will include a standardized and consistent methodology and measurement instruments that Categories can use to assess, measure, segment and cluster customer experiences along with a supporting infrastructure that will enable the development, collection, storing, integrating, analyzing, and visualizing Category Management CX KPIs across the federal government.

Management and Program Analyst, Enterprise Strategy Management

05.2017 - 12.2022

Lead FAS Data and Evidence Governance Initiative (DEGI)- an Organizational Change Model Aimed at Empowering FAS Staff to Adopt an Evidence-based Approach to Decision-making

- I lead the FAS-wide DEGI that includes the development, approval, authorization, execution, communication, performance, and resource management; managing three functionally distinct project team members; delivering progress, quarterly performance reports and results to FAS leadership, and to OMB for Evidence Act requirements; anticipating, documenting and resolving problems, risks and potential controversial issues; and align activities and results with those of FAS Strategy. I used my evaluative and decision-science thinking and vast knowledge with emerging and advanced statistical and analytical technologies; data management; data visualization techniques and customer relationships platforms to conceive, initiate, and implement the FAS DEGI.
- I assessed and baselined the **FAS data and evidence organizational capacity**. This effort included researching, baselining, and implementing a skill gap analysis and needs assessment of FAS data & evidence capacity which served as the basis for the launch, implementation and adaptation of the FAS-wide DEGI. The FAS-wide studies employed several quantitative, qualitative and mixed

methodologies (analysis of systems data, surveys, Delphy method, interviews & discussion groups) and included several components: an inventory of FAS 1) data sources; 2) analysts and their analytical capabilities & gaps; 3) tools used and analyses performed; 4) a baseline of evaluation studies, capabilities, and gaps; and 5) a baseline of FAS analysts' data & infrastructure gaps, needs and enterprise data architecture and system integration requirements that would support an effective and efficient data system integration infrastructure. I also facilitated a workshop of FAS senior leaders to determine data management infrastructure needs; evidence gaps/needs, goals; and next steps. The results and recommendations of these studies provided evidence to obtain buy-in for the data and evidence governance strategy and inform the implementation of FAS-wide EDGI.

- I coordinated and **obtained FAS leadership buy-in for the development and implementation of key strategic documents** including FAS-wide data Governance Charter, Governance Operations of FAS's Enterprise Data Strategy, Communication Strategy, Training Strategy, a Performance Management Framework, Capacity Improvement Plan and management controls. The governance charter established the organizational structure, roles, and responsibilities for the Data and Evidence Governance Board (DEGB) as well as those of the executive teams responsible for projects implementation, including the Data and System Process Team (DSPT); Business Intelligence Team (BIT), Performance Management Team (PMT), and the Data Guild community of practice which together guide the implementation of the Data and Evidence Initiative.
- **I lead and coordinate the work of DEGB and that of the executive teams** responsible for the implementation of DEGI complex strategy that necessitated building cross-organization and cross-functional coalitions and partnerships and involved the development of strategy, goals, planning, setting milestones, assigning work tasks/responsibilities and setting priorities for team members; setting standards, expectations, schedules and deadlines; assessing completion of work for technical adequacy and timeliness; insured meeting of timely milestones and expected performance; coaching the team members and provided needs based training and recommended team members for recognition and/or further training; resolving conflicts, complains and problems and coordination of simultaneously occurring projects, dependencies, milestones, deadlines. I also evaluated the effectiveness of completed assignments, implemented the work and reported progress to the Assistant Commissioner for the Enterprise Strategy Management.
- I developed a long-term view of success that acts as a catalyst for organizational change in four strategic areas:
 - Change the decentralized approach of data and evidence management to a matrix framework that allows for and aligns the centralization of key data and evidence management functions. In particular, I developed the agendas, coordinated and led the FAS DEGB and Data Guild community of practice meetings to socialize and obtain consent and buy-in on strategic implementation approaches and engagements.
 - Change the siloed approach of system data from ad-hoc, needs-based development to the provision of a centralized FAS-wide approach that allows for the standardization and integration of FAS system data. Towards this end, I lead and coordinate the work of the DSPT and collaborate with FAS Chief Data Architect which entails building a coalition composed of senior level data stewards and experts from multiple FAS business units to leverage current data sources to implement the FAS EDA. I co-led the governance of the Enterprise Data Architecture Operations which outlines the data access, quality standards, security and other relevant

policies and guidance; the EDA implementation roles and responsibility as well as the processes necessary to accelerate solution designs, quality of application, development of standardized data structure within data warehouse and data interoperability to ensure maximum utilization of shared assets and services.

- o Change the unit-based, disjointed approach to data analysis to a coordinated approach that empowers FAS analysts with skills to employ the shared data catalog & analytical infrastructure. Specifically, I lead the Data Guild community of practice involving over 200 FAS analysts, I developed and implemented a FAS DEGI Training Strategy and training catalog and a FAS Communication Strategy through which I maintain a google site and provide a monthly newsletter.
- o Change the use of evidence for strategic decision-making from static, cross-sectional data to one that would allow leaders and managers to ask strategic business questions that could leverage big data and dynamic technologies to obtain evidence. To implement this tactic I gathered FAS leadership council key business questions, developed a toolkit to address them and coordinate & monitor its implementation.
- **I develop and implement a DEGI and EDA Performance Framework** & synergistic data model, measure and monitoring system and dashboard that identifies outputs, short and medium term outcomes, performance indicators, metrics and data sources to measure and monitor the adoption of enterprise data architecture, the technical value it provides to its users and the business value to its divisions. The performance metrics are sources from a variety of data sources including: relational systems data (use data from the Enterprise Data Warehouse & Data Catalog); survey data (FAS data catalog user experience and satisfaction) and interview data (derived business value.) I apply data mining and statistical modeling methodologies to study the EDA use and performance, customer satisfaction as well as initiative's efficiency saving (in the past 6 months we saved over \$250,000), effectiveness (I documented over 18 FAS projects that identified business value derived from the use of the EDA) and inform program operation improvements and strategy adaptations summarized in the DEGI Capacity Improvement Plan actions.
- I develop reports and visualized results using Tableau and Pictochart and communicate the research, progress and performance of FAS DEGI to GSA-wide stakeholders across all hierarchical levels of the organization by writing and delivering studies, reports, and associated briefing papers; preparing implementation guidelines and toolkits; delivering presentations; participating in briefing groups with FAS and GSA leaders; and developing & maintaining a Data and Evidence Google site.

The Data and Evidence Initiative Framework, change model, evidence roles and training resources I developed serves as a blueprint for other GSA offices and divisions and other federal organizations. I had shared and consulted the FAS DEGI strategy, approach and performance framework with and provided assistance to GSA's Chief Data Officer, Public Building Service (PBS) and the Office of Government-wide Policy (OGP) on setting up their own data and evidence initiatives. I provided speeches, presentations to conferences and participated in panel discussions about the FAS DEGI approach with federal government audiences. I presented FAS Data and Evidence Framework to venues such as the American Evaluation Association Annual Conference, Washington Evaluators, Federal Evaluators, the Advanced Technology Academy Research Center and I was selected amongst the most forward-thinking public servants in the federal government for a showcase of innovative ideas at BOLD GOV.

Fulfill the Office of Management and Budget (OMB) Evidence Act and Federal Data Strategy Requirements

- As the FAS POC for the implementation of Evidence Act, I lead the implementation of FAS Evidence Act and Data Strategy which involve researching the applicable laws, Presidential Executive Orders, Office of Management and Budget (OMB) Memorandum of Understanding, Circulars and other peer reviewed published materials that would help me observe and act upon a comprehensive legislative framework requirements to implement Evidence Act at FAS.
- I initiated and conducted a **FAS Capacity Assessment study**. The instrument I developed was subsequently used, adapted and implemented GSA-wide by and in close collaboration with the Director of OES, Director of Evidence & Analysis of OGP; and PBS and results provided to OMB.
- To develop the **FAS Capacity Improvement Plans** I collected, cleaned, joined, enriched and analyzed several data sources (included the capacity assessment that contained both supporting and adverse data using a logic model that aggregate, synthesized a variety of qualitative and quantitative analytical and statistical methodologies to provide evidence based recommendations for improving FAS analytical capacity to FAS leadership, Office of the Evaluation Sciences and ultimately the OMB. The recommended actions are currently implemented at FAS and they include activities for data governance maturation and evidence governance maturation.
- I work in close collaboration with the GSA/OES Director and FAS leadership and lead the effort for FAS for researching, identifying and implementing **FAS Learning Agenda (LA) and Annual Evaluation Plans (AEP)**. I worked with FAS leadership to identify evaluative questions, and potential use of results; develop and implement a research study to test hypotheses, develop methodologies using human centered design & design processes and principles, and survey instruments to capture data, support the Paperwork Reduction Act (PRA) review process, develop analysis plan and reporting requirements. The Learning Agenda and Annual Evaluation Plans is focused on reducing barriers for the small disadvantaged businesses in doing business with the government. The work involved reviewing two transactional data systems such as FPDS and FSRS and developing multi-dimensional analysis reports. This effort is implemented in support of the White House Diversity, Equity, Inclusion and Accessibility efforts.
- As a result of my tight collaboration with the Office of Evaluation Science, I recommended its director for the Outstanding Evaluation Mentor Award for the Evaluation Officer Council.

The FAS DEGI and capacity improvement efforts I lead contributed to placing GSA data and evidence capacity amongst the top Federal Agencies as reported by July 21 GAO report on Evidence-Based Policymaking and my work on capacity assessment was cited in a July 23 GAO report on Evidence-based Policymaking (GAO-23-105460).

Baseline the sustainability efforts of the government-wide Category Management (CM) Program Management Office (PMO) and partner international organizations and industry

- To enhance the CM PMO strategy in supporting the Biden administration's sustainability goals I proactively initiated, developed, and implemented a research study aimed at baselining the government-wide CM offices' views and efforts related to sustainability; document their needs, gaps, and barriers to implementation; and provide recommendations to CM PMO and the Office of Strategy Management Assistant Commissioner for the next steps CM PMO should take in advancing the new administration's sustainability goals.

Other roles:

Improved FAS Performance Management activities:

- Prior to undertaking the role of FAS Data and Evidence lead I worked with several units to help them develop business plans and key performance indicators; including the eCommerce Program, an initiative aimed at providing a commercial platform that would be used by the federal workforce to make purchases under the micro-purchase threshold.

Improve Strategy Management (QP) office culture and brand activities:

- I integrate available staff HR data related to their strengths, personality types, specialties, and collected new QP staff value data to develop a QP cultural “profile” to inform management’s decision regarding the appropriate activities to enhance QP fas engagement.
- I shared a variety of articles and invited the founder of IPOP (Idea, People, Object, Physical) Typology to support QP staff on their professional development journey. For this work I received the Special Act Award in the summer of 2018;
- I analyzed a “QP Pulse Survey.” The results of the analysis were used by leaders to draft FY19 priorities and provided a basis for a proposed branding study to be undertaken at QP in the fall.

Participate as a subject matter expert on hiring teams:

- I served as a subject matter expert on two hiring panels for GS 14: 0101 Program Evaluation position and 1560 Data Scientist position. I conducted interviews and recommended selections for vacant positions.

Management Analyst/Executive Assistant to the Deputy Commissioner, FAS

9.2016-05.2017

- Led the FAS -wide Risk Management Program, an initiative aimed at identifying, monitoring, and addressing FAS risks and set management controls at the organizational levels. The work included designing the program’s logic model, developing a risk database, designing and coordinating the data collection system across FAS units; designing, administering, and analyzing leadership’s risk rating surveys; analyzing risk data and presenting results to the FAS leadership; as well as coordinating FAS risk efforts with the Enterprise-wide Risk Management (ERM) program;
- Managed several projects, programs and initiatives by developing program management plans and performance tracking systems; coordinating efforts and resources across cross-functional teams; and contributing to the delivery of the teams’ agreed objectives. Examples include: the achievement of FAS Small Business goals; implementation of Data Act, Section 5 Pilot to Reduce Reporting Compliance Costs for Federal Contractors and Grantees; implementation of Business Service Platform (BSP) “Deep Dive,” project aimed at identifying, monitoring and solving potential BSP development problems;
- Coordinated/interfaced between Data to Decision Analytics Working Group, Data to Decision Executive Working Group; Enterprise Risk Management Group and FAS leadership;
- Built close rapport with members of FAS leadership, staff and other stakeholders, ensuring work is executed in a way that supports a culture of positive collaboration, communication and successful delivery of joint objectives and goals;
- Facilitated innovation by researching, facilitating and generating new ideas; encouraging divergent thinking; and building relevant innovation habits (i.e. researching and sharing relevant materials on

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cutting edge strategy, management , leadership, human resources, innovation, and technology); coordinating innovation sessions; and drafting proposals to funnel idea and concept generation;

- Provided council and tracked, monitored and, at times, managed the Deputy Commissioners' projects;
- Represented the views of the Deputy Commissioner when appropriate.

Adjunct Professor, GWU CLASS: Evaluation of Museum Education Class

05.2016-07.2016

- As Adjunct Professor, I prepared the materials and lectured on analytical, evaluative and statistical methods and techniques for studying the performance, efficiency, effectiveness, and improvement of programs operations and outcomes including a variety of qualitative (interviews, focus groups), quantitative (descriptive, predictive and prescriptive statistics) and mixed (i.e. triangulation) evaluative and research methods. I also lectured on report writing to facility improvements from findings, conclusions, recommendations through a variety of data visualization and reporting media including formal evaluation and performance reports, white papers, performance dashboards, storyboards and others.

Service-wide Evaluation Coordinator, National Park Service (NPS)

05.2014-05.2016

Increase planning and management capacity at the Education Division (IE&V) and Chief Financial Office

- Developed a performance management framework that included a Logic Model and Key Performance Indicators matrix for the White House's *Every Kid in the Parks* Initiative.
- Conducted an impact evaluation for the Business Plan Initiative, a servicewide program aimed at increasing the effectiveness of the NPS practices that included a social network analysis and a branding study.
- Developed and implemented a needs assessment and study of customer experiences with and satisfaction with the services of the NPS's Washington Contracting Office. Conducted an organizational analysis study of Harper Ferry Media Center to inform NPS leadership decision-making regarding the future of the Center.
- I developed a framework for a service-wide data collection system to be stored in a relational database aimed at gathering operational and strategic key performance Indicators from parks about the publicly delivered educational programs and their associated outputs and outcomes to be used for management decisions. As a result of my recommendations, NPS developed an RFQ for the development of such a relational database system.
- Collaborated with internal and external teams to assist with their initiatives evaluation (e.g. employed GWU MA students to develop evaluation plans for NPS's programs as part of their coursework.)

Senior Social Science Analyst, and Social Science Analyst, Smithsonian Institution (SI)

06. 2003- 05.2014

Advance Smithsonian Education Programming:

- Co-led a Smithsonian-wide study of education that baselined educational programs, reflected on leadership, reviewed management practices, and drafted recommendations for SI Education improvement. As the project manager of this extraordinarily complex study (it involved engaging leadership and staff of all 18 Smithsonian National Museums-a total of 300 employees), I was

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responsible for leading and supervising the project members' and study teams' activities (drafting research plans, data collection, analysis plan, reporting and communication of results and outcomes); managing the study resources: negotiating, securing, controlling available resources (i.e. project's operating budget such as its estimates, formulation, execution and tracking; human resources/staff time/contractors time; and technology resources). As a particular task, I assessed the effectiveness of the Education Data Gathering and Evaluation System (EDGE), a centrally administered relational database stored on an SQL server and developed to collect data on programs characteristics and outputs to determine its operational effectiveness and outcomes. I used SPSS and SAS to curate, join, merge, transform, and analyze EDGE data imputed by 18 museums describing the number and types of programs, participants and providing recommendations and prototypes for improvement. As a result, Smithsonian better customised the user-friendliness of EDGE and expanded it to capture outcomes data for management's decisions.

- Led, managed, or participated in the customers/visitors satisfaction/usability studies and assessments of over 25 internal and external SI online and on-site programs including an in-depth study of visitors at the Smithsonian Latino Virtual Museum in Second Life, a web interface platform. For these studies I have identified the evaluative, business or research question and testing goals, defined criteria for analytics, identified and defined data requirements, selected the appropriate research methods, testing scenario and tools; recruiting and sampling participants and coordinated testing facilities; and analytical/statistical techniques (descriptive; trends analysis; customer segmentation and clustering techniques and predictive customer satisfaction models), create and define evaluative and data management plans, and develop guidelines and standards for implementation. I used the aforementioned research and evaluation plans to develop and provide written reports and presentations detailing alternative courses of actions, recommendations and direction regarding the improvements of the programs assessed to the program managers and senior leaders.
- Employed a variety of qualitative and quantitative-at time innovative research methods including: in-depth interviews, focus groups, discussion groups, observations, tracking, surveys, analysis of administrative documents; Q sort method; card sort methods (i.e. testing prototypes, varied design alternatives and solutions); Delphi method and others, depending on the questions that needed answering and the hypotheses being tested. I also employed a variety of tools including spreadsheets; predictive analytical software, reporting and querying software, data mining such as SPSS, SAS, STATA and R; business performance management and dashboarding tools such as Tableau; qualitative analysis tools such as Nvivo and networking mapping such as UCINET.

Strengthen the Smithsonian's planning and management capacity

- Led Smithsonian education teams in developing Logic Models for over 20 different institution-wide or museum-specific educational programs; led teams to think systematically about governing their offerings, involving stakeholders, outlining intended objectives and outcomes, planning milestones and developing performance measurement indicators and measures of success.
- Employed innovative business planning approaches and tools such as Design Thinking, Human Centered Design, Theory of Change Modeling, Situational Analysis, Environmental Scans, process mapping, and SWOT analysis to assist SI units in developing strategic plans and achieving their goals.

Improve Smithsonian organizational and operational capacity

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- Served as a co-leader or a member of several Institution-wide organizational and management studies aimed at baselining capacities, and reviewing and analyzing leadership, management, organizational structures, operations, and business practices, and providing recommendations for improvement.
- Served as a co-leader or a member of Institution-wide studies of Smithsonian resources such as the study collections, exhibitions, education, volunteers, and digitization for which I researched and developed findings, conclusions and recommendations to support the leadership decision-making process.
- Served as the co-lead and team member of three studies aimed at documenting the expectations for Information and Digital Services by Smithsonian customers and testing the first Smithsonian Visitors App.
- Served as the lead of museums' operations-specific customer satisfaction studies. For instance, I led the Freer and Sackler Gallery (FSG) Shop customer satisfaction study where we employed quantitative and qualitative methods to determine customers' reasons for visiting the shop, buying behaviours, and satisfaction with offerings.
- Employed a variety of tools and methods including organizational diagnosis and change methods as well as financial analysis methods including cost analysis, cost-benefit analysis, trends, and forecasting.

Additional Training:

- Trained Smithsonian staff and interns in a variety of quantitative and qualitative methods, evaluative tools and techniques, and statistical and qualitative software packages such as SPSS and Nvivo; program planning tools such as Design Thinking and the development of Logic Models and performance framework systems. Provided subject matter talks on research methods to Office of Strategy Management staff and served in a mentor capacity for programs at Smithsonian, National Park Service and GSA.

Innovation

- Developed a new Performance Management Framework for government agencies. The framework was published in the March/April 2020 issue of Public Administration Review, the number one peer review journal in Public Administration under the title "Leading and Learning through Dynamic Performance Management in Governance."
- Developed a new framework and forecasting/predictive model of customers' experiences with Museum and Zoo offerings using relevant lessons from neuroscience to guide, explain and predict visitors' expectations and experiences. The framework was presented at the American Evaluation Association in 2014 and 2015.

Assistant Professor at The Faculty of Political Science, Public Administration and Communication 1999-2000

- As Assistant Professor, I prepared the materials and taught courses and seminars such as Introduction to Public Administration, Non-Profit Management, and Change Management.

Staff member, Public Administration Research Center 1998-2000

- As a staff member at the FSPAC's Public Administration Research Center I helped organize conferences, edit the Faculty's journal, and helped draft grant proposals.

AWARDS AND PERFORMANCE

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For the past 4 years my performance was rated at a level of “5” outstanding; I received monetary and special act awards yearly for the past five years; and I received a quality promotion in November 2021 (see SF 50).

11.20.22: Individual Cash Award

11.21.21: Quality Increase

08.21.21: Special Act Cash Award

11.22.20: Individual Cash Award

11.24.19: Individual Cash Award

12.09.18: Individual Cash Award

08.19.18: Special Act Cash Award

07.22.18: Special Act Cash Award

EDUCATION: DEGREE PROGRAMS

<i>INSTITUTION</i>	<i>AREA</i>	<i>DEGREE AND YEAR</i>
Babes-Bolyai University, Cluj, Romania	Strategy and Performance Management/Public Administration	PhD candidate, expected Summer 2024
George Washington University (GWU), School of Public Policy and Administration	Public Administration	MA 2005
Babes-Bolyai University, Cluj, Romania	Public Management	MA/ Continuing Ed., 2000
Babes-Bolyai University, Cluj, Romania	Public Administration	BA 1999

EDUCATION: FORMAL, NON-DEGREE OR CERTIFICATE PROGRAMS

<i>INSTITUTION</i>	<i>CLASS</i>	<i>DATE</i>
American Council for Technology (ACT) and Industry Advisory Council (IAC)	Leadership Development	2023-2024
Smithsonian Institution	Emerging Leadership Program	2013-2014
GWU, School of Business, Decision Sciences and Operations Management (DSOM)	Class audited: Data Mining	Spring Semester, 2007
GWU, School of Business (DSOM)	Class audited: Statistical Modeling	Fall Semester, 2005
University of Victoria, Canada	Performance Measurement Class	October, 2005

CONFERENCE AND OTHER PRESENTATIONS

Speaker: An Evidence Building Engine to Promote a More Responsive Government, American Society for Public Administration Annual Conference (ASPA), April 2024

Speaker: A W.I.S.E. Performance Management Framework, a Key Element in Building Evidence Engines in Government, Marc Holzer Public Performance Symposium, American Society for Public Administration Annual Conference (ASPA), March 2023

Speaker: Building a Resilient, Responsive and Adaptive Government for a Sustainable Society. **BOLD GOV** December 7, 2021 (<https://events.govexec.com/bold-gov-2021/>) Nominee for the most forward-thinking public servants in the federal government for innovative ideas

Panel member/webinar: [Establish Data Governance Throughout the Federal Government Data Space; Advanced Technology Academy Research Center](#), December 2019

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Speaker: [Leading and Learning through Dynamic Performance Management in Government, Washington Evaluators](#), February 12, 2020

Speaker: Leading and Learning through Dynamic Performance Management in Government, November 2019, American Evaluation Association Conference, Minneapolis, November 2018

Speaker: Assessing Performance in the 21st Century: A WISE Framework, November 2018, American Evaluation Association Conference, Cleveland Ohio, November 2018

Panel member: "Evaluating Short-Duration Audience Experiences: Challenges and Strategies from Museums, Parks, and Big Screen Films" at American Evaluation Association Conference, Chicago, November 11, 2015;

Presenter: "The Synergy Framework for Developing and Assessing the Emergent Visitors Experiences in Exhibitions," at American Evaluation Association Conference, Denver, October 16, 2014

Co-Present with Whitney Watriss, "Current Evaluation Strategies at the Smithsonian Museums," at American Evaluation Association Conference, Washington D.C., October 2013

Session chair titled "Approaches and Methods for Evaluating Environmental Education and Conservation Outcomes," at the American Evaluation Association Conference, Washington D.C., October 2013

SELECTED PUBLICATIONS (*BLOGS)

Munteanu, I.; Newcomer K; and Best C. Building an Evidence Engine for More Resilient Government, Public Administration Review TBD

*Munteanu, I and Best, C. [A Framework and a Process for Using Evidence Infrastructure to Inform Dynamic Decision-Making: Lessons Learned from the Federal Acquisition Service \(FAS\)](#), General Service Administration by Ioana Munteanu and Clifton Best; American Evaluation Association 365 Blog, October 2022

Munteanu, I. and Newcomer K. (2020) [Leading and Learning Through Dynamic Performance Management in Governance](#), Public Administration Review, Volume 80, Issue 2, March/April 2020

Munteanu, I., and Smith, J. (2009). *Lessons for Tomorrow: A Study of Education at the Smithsonian, Volume I Summary Report*. Office of Policy and Analysis, Smithsonian Institution. Available at: <https://soar.si.edu/sites/default/files/reports/09.08.lessonstomorrow1.final.pdf> (Was co-director of this study.)

Munteanu, I. and Pekarik A. (2008). *Exploring Air and Space-A study of visitor expectations and responses at the National Air and Space Museum*, Office of Policy and Analysis, Smithsonian Institution. Available at: <http://www.si.edu/content/opanda/docs/Rpts2008/08.12.NASMEExpectations.Final.pdf>

Munteanu, I; et all. (2012) Evaluation of the Bright Beneath, A Multi-method Study, National Museum of Natural History, Office of Policy and Analysis, Smithsonian Institution 2012, Available at: <http://www.si.edu/content/opanda/docs/Rpts2012/12.03.BrightBeneath.Final.pdf>

Munteanu, I. et al (2013) [Audience Opinions: The Day of the Dead Festival and Smithsonian Latino Virtual Museum in Second Life](#), Office of Policy and Analysis, Smithsonian Institution 2013

Munteanu, I; et al (2010) [Smart Phone Services for Smithsonian Visitors](#), Office of Policy and Analysis, Smithsonian Institution 2010

Munteanu, I; at all (2010) [Preferences and Expectations for Information and Electronic Services by Smithsonian Visitors](#), Office of Policy and Analysis, Smithsonian Institution 2010

COMPUTER SOFTWARE SKILLS

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Advanced: SPSS, NVIVO, Qualtrix, Teleform Designer, Tableau, UcNet, TheBrain,

Intermediate: SAS, SAS-Enterprise Minor, R (beginner), SQL (beginner)

AWARDS:

Special Act Award, Summer 2018 for my work on introducing the IPOP Model (Idea, People, Objects, Physical) for improving communication and teamwork.

OTHER TRAINING AND MEMBERSHIPS

Training by and/or membership to Harvard Business Review, Harvard Business Review Advisory Council, American Evaluation Association and American Association for Public Opinion Research on GIS Analysis, Social Network Analysis, Lean and Six Sigma, The Rainbow Framework for Evaluation, Introduction to Tableau, Logic Models, Network Analysis, Building Dashboards Using Word and Excel, Designing Effective On-line Questionnaires.