Our Mission

The Schaefer Center for Public Policy was established in 1985 with a mission to bring the University of Baltimore's academic expertise to bear in solving problems faced by government and nonprofit organizations. The center offers the following services: strategic planning, performance measurement, program evaluation and analysis, opinion research, management consulting and management training. It is through the Schaefer Center that the University of Baltimore and the Yale Gordon College of Liberal Arts meet a central component of the University's mission of applied research and public service to the Baltimore metropolitan area and to the state of Maryland.

The Schaefer Center is committed to serving its constituency—the public sector in the Maryland region. The values we espouse in our training, consulting, educational and other activities are the values we live by: quality and efficiency. The result of this commitment can be seen in the excellence of our work. Over the past 20 years, the Schaefer Center has received hundreds of grants and contracts from various local, state and federal agencies, as well as from nonprofit organizations. The center’s staff has trained 4,600 state of Maryland public servants in the Maryland Managing for Results program. Our service commitment is also indicated in the pro bono work we complete, including offering consulting services to nonprofit organizations, conducting research and writing reports on issues of interest to public officials, and hosting educational conferences.
The University of Baltimore in 2005 exists in an environment of considerable growth and opportunity. Central to the University's future is a renewed commitment to serve the surrounding city, state and region as Baltimore's engaged urban university. This focus is apparent throughout UB's new strategic plan and its stated mission to "combine theory and practice to create meaningful, real-world solutions to 21st-century urban challenges" as "an integral partner in the culture, commerce and future of Baltimore and the region."

One of the University's most vital components is its strong foundation in educational values and widespread opportunity. Forged throughout decades of service to dedicated students, this serves as an ideal base on which the University's innovative vision of the future can and will be built. Among the many fundamental building blocks that comprise this foundation is the Schaefer Center for Public Policy, where, for the past 20 years, academic research and expertise has had a far-reaching impact on Maryland's public and nonprofit sectors. Whether training a state agency in strategic planning, conducting and evaluating survey research or providing needs assessments for social service agencies, the Schaefer Center staff serve as a national model for producing applied research with tangible results. In short, the Schaefer Center exemplifies the best of what our University has to offer: knowledge that works.

This knowledge has benefited not only our region, but also the many students who actively participate in the center's activities through Schaefer Center Fellowships. Graduate students obtain real-world experience while earning their degree. Careers are launched, insights gained, educational experiences enriched.

I extend my thanks and appreciation to the talented, dedicated staff at the Schaefer Center—both past and present. I look forward to the continued contributions the center will make to our University and state in the coming years.

Robert L. Bogomolny
President, University of Baltimore
It is with great pride that I share with you the accomplishments of the Schaefer Center for Public Policy’s faculty and staff. What started 20 years ago with a desire to improve public sector decision making has grown into a trusted resource for Maryland leaders and policymakers in the public and nonprofit sectors.

The Schaefer Center expanded from its original staff to include faculty research associates and graduate fellows from the University of Baltimore’s Yale Gordon College of Liberal Arts, Merrick School of Business, and School of Law. Our expertise across a wide variety of disciplines allows us to apply the knowledge, skills and resources of a major university to real-world issues. Almost every state agency and numerous local and federal agencies have benefited from our collective expertise in the areas of program evaluation, Managing for Results training, strategic planning, opinion research, staffing analysis and management consulting. No matter which service of ours is used, the results are the same: high-quality, objective, reliable, tangible and useable results.

In the past five years alone, the center has generated $17 million in sponsored research awards; completed 148 applied research projects for state, local, federal and nonprofit organizations; and trained thousands of state employees in strategic management techniques. As authors of books and peer-reviewed journal articles and as participants in professional conferences, our researchers are also active in the scholarly community. Most recently, the Schaefer Center achieved national recognition through the publication of the Obesity Report Card™.

Since 1985, more than 70 exceptional University of Baltimore graduate students have been awarded the coveted Schaefer Center Fellowship. As members of the center’s research team, fellows work side by side with our research experts on a diverse array of projects where they are able to gain critical research skills. Schaefer Center graduate fellows can be found across the country in positions of leadership and responsibility at the state, local and federal levels.

As the challenges facing our public and nonprofit leaders continue to grow and change, the Schaefer Center will be there to provide exemplary, unbiased research and consulting services to help our clients overcome and adapt to their unique challenges.

Ann Cotten
Director, Schaefer Center
The growth of the University of Baltimore’s School of Public Affairs over the past 20 years is, in no small measure, a reflection of the impressive development of the Schaefer Center for Public Policy. Established in 1985, the Schaefer Center has become an integral component not only of the School of Public Affairs, but also of the University of Baltimore, the Baltimore metropolitan region and the state of Maryland.

The center is energized by a public-service commitment that is intended to enhance the problem-solving capacities of our state and local communities and nonprofit organizations. Under the leadership of its extremely capable and visionary directors, Larry Thomas and Ann Cotten, the center has grown from its infant beginnings to the point where it now has eight full-time staff members who provide support for the 11 faculty research associates who designed and conducted sponsored research projects totaling $3.6 million in fiscal year 2005.

On this occasion of its 20th anniversary, the Schaefer Center can fully embrace the notion that the past is the prologue. Its responsiveness, commitment and allegiance to its stakeholders are now well-anchored in its much-deserved reputation for quality performance and reliability. Trust and trustworthiness are the twin hallmarks of the Schaefer Center. Soundly based on this foundation, its future is assured, and all who are associated with this splendid research center can be justly proud of its many contributions to our respective communities.

Louis C. Gawthrop
Director, School of Public Affairs
Evaluation Research

Is the program working as intended? What is its impact on participants? Are tax dollars being directed to their best and highest use? These are the types of questions often raised by legislators, funders and program managers when they are deciding how to allocate scarce resources. Through rigorous program evaluation, researchers at the Schaefer Center provide the analysis leaders need to make informed decisions.

Through the combined resources of its evaluation unit and opinion research unit, the Schaefer Center is uniquely qualified to conduct thorough, cost-efficient and rigorous program evaluations. Its team includes experts in impact, process and cost analysis who employ a variety of data collection and analysis techniques to answer tough evaluation questions. While staff members are well versed in evaluation research, subject matter experts are occasionally needed to complete the research team. In these instances, the center is able to draw upon the collective expertise of the University of Baltimore community.

Over the years, Schaefer Center researchers have conducted numerous evaluations of public and nonprofit programs in the areas of welfare, safety net programs, education, health care and criminal justice, to name a few. The center has also been called upon by the Maryland General Assembly to provide unbiased research into significant policy issues, including physician self-referral and health care provider credentialing practices.

Evaluation research was an early focus of the center and will continue to be a major area of emphasis in the future as elected officials, agency executives and donors face hard choices about how to best address the needs of Marylanders.
2004-2005
Maryland Department of Human Resources
Family Investment Administration Quality Control Sampling

Maryland State Highway Administration
Open-Ended Research Project


University of Baltimore School of Information Arts and Technologies Tech Saints Program Evaluation

2004
U.S. Election Assistance Commission
Help America Vote College Program

Maryland Department of Natural Resources
Estuarine Research Reserves Needs Assessment

University of Baltimore School of Law, Office of the Dean
Law School Summer Institute Evaluation

Enoch Pratt Free Library
Evaluation of the Impact of the Summer Reading Program

Maryland Office of Children Youth and Families/REDA International Inc.
Evaluation of Residential Resources for Children in Maryland

2003-2005
Maryland Department of the Environment
Environmental Public Health Tracking Project

2003-2004
Maryland Department of the Environment Evaluation of Program to Reduce Environmental Damage From Auto-Body Repair Shops in Park Heights

2003
Enoch Pratt Free Library
Evaluation of the Effects of the Summer Reading Program

2001-2002
National Institute of Justice Predictors of Jurisdictional Decisions for Maryland Youth

2001
The Johns Hopkins University Outpatient Surgery Claims Analysis

Maryland State Board of Elections Validation of Voter Petitions in Maryland

2000-2003
Maryland Department of Human Resources Substance Abuse Treatment Demonstration Project

2000
Maryland State Police Evaluation of Vehicle Theft Prevention Program

Maryland Department of Human Resources Substance Abuse Treatment Demonstration Project

1997-1998
Maryland Works
Maryland Rehabilitation and Employment Program Cost-Benefit Analysis

1996-1997
Baltimore City Police Department Community Policing Evaluation

1996
Public Policy Associates
Empowerment Zone Evaluation

Maryland Department of Public Safety and Correctional Services
Vehicle Theft Prevention Evaluation

1995-1996
Maryland General Assembly
Physician Self-Referral Evaluation–House Bill 1280

1995
Mount Vernon Belvedere Improvement Association Evaluation of the Feasibility of the Midtown Special Benefits District

1994
Interest Groups in Maryland
The Struggle for Power in the Midst of Change, Complexity and Institutional Constraints

Enterprise Foundation
Evaluation of Sandtown-Winchester Transformation Initiative
1993-1997
Governor’s Office for Children, Youth & Families
Evaluation of Maryland Infants and Toddler Program’s Quality Assurance System

Maryland Department of Human Resources
Primary Prevention Intervention Evaluation

1993-1995
Governor’s Office for Children, Youth & Families
Evaluation of the Family Development Communities Initiative

Community Assistance Network
Evaluation of Circle Terrace Management Project

1993
Mount Vernon/Belvedere Improvement Association
Special Benefits District Feasibility Study

1991-1992
Juvenile Justice Advisory Council
Study of Serious Juvenile Offenders and Chronic Juvenile Offenders

1989
Upper Shore Private Industry Council
Analysis of High School Dropouts in Five Counties

Human Resources Development Agency
An Assessment of the Human Resources Development Agency as a Preschool Day-Care Provider in Baltimore County

Campaign for Our Children
Economic Impact of Adolescent Pregnancy: The Case of Maryland and Selected Subdivisions

1988
The House of Ruth
Domestic Violence and Gender Bias Study: The Case of Maryland Courts

Board of Supervisors of Elections of Baltimore City
Baltimore Votes: Election Behavior in Democratic Primaries 1982-1986

1987
Office of the Mayor, Baltimore City
Branch Libraries in Baltimore City: A Recommendation for Improvement

Enoch Pratt Free Library
An Analysis of Financial Support
Maryland Department of Human Resources

Primary Prevention Intervention Evaluation

Working with faculty from the Johns Hopkins Bloomberg School of Public Health and Institute for Policy Studies, Schaefer Center researchers led an evaluation of Maryland’s first welfare reform program—the Primary Prevention Initiative. The PPI was designed to ensure that school-age children of welfare recipients attended school regularly and that their younger children were properly immunized. The research evaluated the effectiveness of the sanctions and incentives employed by the state to achieve these outcomes.

The PPI evaluation used a triangulated research approach involving multiple data sources and methodologies. The immunization component involved the analysis of children’s medical records by nurses trained in data extraction. Using a quasi-experimental design, the impact component compared compliance of a control group of 5,000 recipients not subject to the PPI requirements to a treatment group of 15,000 recipients who were required to comply. The process evaluation used interviews of case managers, stakeholders, advocates and administrators to understand key processes used to implement the reform effort as well as surveys of recipients to gather information about their perceptions of program requirements. Finally, the cost-benefit analysis sought to provide data concerning the costs to the state and the comparable benefits of this policy.

The state used the PPI evaluation to adapt welfare reform policy to Maryland. Issues raised in the PPI evaluation were also used in developing the Temporary Assistance to Needy Families plan for the state.

Enoch Pratt Free Library

Summer Reading Program Evaluation

The Schaefer Center conducted an evaluation of the Enoch Pratt Free Library Summer Reading Program to ascertain whether the program was having the desired impact of helping maintain children’s reading skills during the summer. Working with Unseld’s School in Baltimore City and with faculty in the Education Department of McDaniel College, children in kindergarten through grade five were given pre- and post-summer reading tests. The center used the results of the tests to assess the effectiveness of the summer reading program.

The center also conducted a survey of individuals whose children participated in the program in order to assess the parents’ reaction to the program and the degree to which they thought the program influenced their children’s reading behavior. Finally, the center held focus groups with parents whose children did participate (2003) and with parents whose children participated but did not complete the program (2004). Information from the 2003 focus groups indicated that the summer reading program had difficulty distinguishing itself from other reading programs in the area. Findings from the 2004 focus groups suggested ways in which the library could improve program completion. Data gathered through this study convinced a donor to continue funding for this program.
Opinion Research

Opinion research is a major component of the center’s work. Center staff members began with paper-and-pencil surveys in 1989. At the beginning of the AIDS epidemic, the Schaefer Center assisted the Maryland Department of Health and Mental Hygiene in understanding Marylanders’ knowledge of and perceptions about the disease. Since then, the center has conducted hundreds of surveys for Maryland agencies and nonprofit organizations with a variety of populations including business leaders, welfare recipients, program beneficiaries and the general public.

The facilities within the center now include a 20-station, state-of-the-art service Computer-Aided Telephone Interviewing (CATI) lab. The center’s survey research capacity is enhanced by its ability to conduct in-person interviews, Web-based surveys and scannable paper surveys.

A signature product of the Schaefer Center is the annual Maryland Policy Choices survey, which polls 800 Marylanders about their opinions regarding the state of the state and current policy issues. The survey findings are disseminated to the media and to elected officials throughout Maryland, including members of the Maryland General Assembly, the governor’s office and county executives. Through this survey, elected officials get an unbiased look at the pulse of the state.

During the mid 1990’s, the center added professional focus group moderation to its opinion research services. Center researchers use focus groups to collect qualitative data for evaluation studies and needs assessments and to enhance survey design and interpretation. With a cadre of professionally trained focus group moderators who are experts in program evaluation and policy analysis, the center is well equipped to combine quantitative and qualitative data collection techniques to produce reliable research reports that enable better decision-making.
Establishment of Survey Research Lab

1989

AIDS Awareness Survey of 2,500 Marylanders

2005
Maryland State Highway Administration
Assessment of Customer Satisfaction With Road Construction Projects

Maryland Department of Health and Mental Hygiene
Participant Experience Survey and Analysis

Jacob France Institute, University of Baltimore
Business Climate Survey

Office of Planning, University of Baltimore
Survey of Maryland High School Students

Optimal Solutions Group, LLC
Factory-Built Construction and the American Homebuyer: Perceptions and Opportunities

Maryland Department of Agriculture
Farmers’ Experiences With the Maryland Cover Crop Program

2004-2005
Maryland Department of Health and Mental Hygiene
Immunization Rates Survey

Maryland State Highway Administration
SHA Post-Construction Surveys of customers

2004
Optimal Solutions Group, LLC
Residential Essential Service Market Penetration Analysis Survey of the District of Columbia

Maryland Department of Natural Resources
Estuarine Research Reserves Needs Assessment

Maryland Department of Planning
Needs Assessment Survey

University of Maryland, Baltimore County
Medicare Enrollees Survey

Maryland Department of Natural Resources
Coastal Zone Management Act Survey

2003-2004
Maryland School for the Deaf
Faculty, Staff and Alumni Accreditation Survey

Maryland Department of Health and Mental Hygiene
Participant Experience Survey and Analysis

2003
U.S. Army National Defense University
Survey of Current and Potential Department of Defense Contractors

Washington Suburban Sanitary Commission
Web-Based Internal Customer Satisfaction Survey

University of Maryland, Baltimore County
Survey of Maryland Health Choice Disenrollees

2002
VERA Institute of Justice
New York City - Community Perceptions of the Police Department

VERA Institute of Justice
Pittsburgh—Community Perceptions of the Police Department

2001-2005
Maryland Department of Health and Mental Hygiene, Center for Maternal Health
Maryland Pregnancy Risk Assessment Monitoring System Survey of New Mothers

2001
University System of Maryland
Alumni and Employer Survey

2000-2001
Maryland Department of Natural Resources
Transient Boater Survey

1999-2002
Montgomery County
Survey of Employee Perceptions of Work Climate and Diversity

1998-2000
Maryland Gives! The Governor’s Task Force on Charitable Giving
Public Attitudes Toward Charitable Giving in Maryland

1997-2007
Howard County Health Department
Survey of County Hospitals
1994
Addition of Focus Group Moderation Services

1996
Opening of the Schaefer Center Computer-Aided Telephone Interviewing Survey Lab

1994
1997
Office of Minority Affairs
Survey of Businesses
Regarding Subcontracting
1996-1997
Montessori School, Baltimore, Md.
Survey of Parents of Potential Students
Northeast Baptist School of Ministry
Survey to Assist in the Development of Education Programs
1996
Charles County Economic Development Project
Howard County Police Department
Mail Survey
Baltimore Metropolitan Council
Long-Range Transportation Plan Survey and Focus Groups
Maryland Higher Education Commission
Survey
Maryland Department of Business and Economic Development
International Business Survey
University of Baltimore Master of Public Administration Program
Alumni Survey

Jacob France Institute, University of Baltimore
Business Retention Study
Maryland Association of Manufacturers
Focus Groups to Gauge Business Perceptions of Regulatory Issues
1995-2003
Jacob France Institute, University of Baltimore
Business Climate Survey
1995-1996
Maryland Department of Health and Mental Hygiene
AIDS Awareness Survey
1994-1995
Wausau Central Progress
Perceptions and Attitudes About Shopping in Downtown Wausau
1994
Baltimore Metropolitan Council
Watershed Management Plan
Parsons Brinkerhoff Quade and Douglas
Route 301 Task Force Survey and Focus Groups
Chesapeake Bay Foundation and the Urban League
Assessment of City Residents’ Attitudes Toward the Environment

1993-1994
North Central Wisconsin Regional Planning Commission
An Assessment of Community Opinions
1992-Present
Schaefer Center for Public Policy
Maryland Policy Choices Survey
1990
Maryland Department of Health and Mental Hygiene
AIDS Awareness Survey
1989-1991
WBAL-TV Exit Polling Analysis
Baltimore Metropolitan Council
Long-Range Transportation Plan

The Schaefer Center and its subcontractor, Parsons Brinckerhoff, designed and facilitated public outreach opportunities to identify the public’s key transportation issues and priorities for the Baltimore Metropolitan Council.

The research approach included interviews with the Citizens Advisory Committee that identified crucial transportation issues and concerns of the committee and the Baltimore Metropolitan Council. The survey was developed around these topics and focus groups helped to refine the data collected by the survey into reliable perceptions of the basic issues identified. These survey results were to be used in determining the transportation goals and priorities that could be incorporated into the Baltimore Metropolitan Council’s Long-Range Transportation Plan. The results of the research effort were documented in a final report to the council.

Department of Natural Resources
Coastal Zone Management Act

The Schaefer Center aided the Department of Natural Resources in implementing the goals and objectives of the Coastal Zone Management Act of 1972 and the Chesapeake Bay National Estuarine Research Reserve in Maryland. The center conducted a market analysis/needs assessment survey in cooperation with the Chesapeake Bay National Estuarine Research Reserve to inventory environmental science providers to coastal decision-makers. The survey also assisted in investigating gaps and overlaps in providing up-to-date environmental science to coastal decision-makers.

Maryland Policy Choices

The purpose of this annual publication is to provide analyses of public policy issues important to the Baltimore metropolitan area and to the state of Maryland. The focus is on providing elected and administrative officials with assessments of the consequences of actions already taken, increasing knowledge of the forces impacting the state and examining future policy choices.

The Schaefer Center has identified its audience as elected and administrative officials at the state and local level in Maryland. Staff members seek individuals of various schools and disciplines at the University of Baltimore as contributing authors.

The public policy issues analyzed in the 2005 report* include:

• The Chesapeake Bay
• Maryland Agriculture
• Retirement Planning and Income
• Medical Malpractice Insurance
• Electronic Filing of Tax Returns
• Health Insurance in Maryland
• Obesity in Children
• Terrorism
• Public Safety (Corrections)
• Same-Sex Marriage

* Copies of Maryland Policy Choices 2005 are available upon request.
Management Consulting

Public sector management is more complex today than ever. Through the Schaefer Center, leaders from government and nonprofit organizations can access the expertise they need to solve complex problems. Center researchers and staff assist with a variety of management challenges including workforce planning, workload analysis, assessment of customer needs and strategic plan implementation.

“The Schaefer Center of Public Policy has provided a variety of services to assist SHA over the past two years, which has been invaluable. I first met Ann Cotten, center director, when she made a presentation to our senior management team as we were initiating a new management approach based on Maryland’s Managing for Results program and the National Baldrige Criteria of Performance Excellence. We have since come to rely on her expertise and ability to provide sound advice in the area of strategic management.

Her personal input and the support of the Schaefer Center have exceeded our expectations. I have been impressed by the center’s ability to provide quality services in a number of areas, including:

* advising senior leadership on using MFR as a management tool and integrating it with Baldrige principles
* providing examples of best management practices from other state agencies that can be transferred to our operation
* providing recommendations on implementing surveys and obtaining useful results
* surveying through the CATI telephone interviewing system
* producing scannable surveys and compiling results.

The Schaefer Center has proven to be a resource through which we can access services from the University of Baltimore in ways that support our business operations. We already have plans to work with the center on future projects.
It has been especially helpful to work with fellow state employees who understand public agency challenges, who facilitate sharing best practices between state agencies and who work with us to jointly achieve excellence in public policy on behalf of the state of Maryland."

–Neil Pederson, Administrator, Maryland State Highway Administration

2003
Governor’s Office for Children, Youth & Families
Evaluation of Residential Resources for Children in Maryland, with REDA International Inc.

Office of the Deputy Secretary, Maryland Department of Human Resources
Needs Assessment

2001
The Johns Hopkins University
Outpatient Surgery Claims Analysis

1997
Montgomery County
IT Decision Analysis

1996-1998
Victims Services (New York)
Development of Sampling Frames for In-Person Surveys

1996
Administrative Office of the Courts
Foster Care Court Improvement Project

1993
Maryland Department of Economic and Employment Development
Maryland Capital Market Study

1992-1993
Maryland Department of Human Resources
Comprehensive Title IV-E Program Improvement

1992
Administrative Offices of the Courts
Foster Care Improvement Project

Office of Support Enforcement
Child Support Payment Collection Dunning Letter Project

1991
Maryland Department of Human Resources
Random Moment Time Study Program

1990
Maryland Department of Human Resources
Systems Analysis: Title IV-E Income Maintenance Administration, Maryland Department of Human Resources
Centralized AFDC, Food Stamp and Medicare Overpayments Collection

2005-2006
Maryland State Highway Administration
Workforce Planning Study

Maryland State Highway Administration
Communications Audit

2005
Maryland Department of the Environment
Environmental Public Health Tracking Project

2003-2005
Maryland Department of Human Resources
Family Investment Administration Staff Allocation Standards

2003-2004
Baltimore City Department of Social Services, Maryland Department of Human Resources
Foster and Adoptive Parent Pre-Service Training

1998-2003
Maryland State Highway Administration Management Consulting

2003-Present
Strategic Planning & Performance Measurement

In 1997, the state of Maryland introduced Managing for Results, an ambitious plan to implement strategic planning throughout all state agencies. The Department of Budget and Management chose the Schaefer Center as its implementation partner. Working with the governor’s Interagency Steering Committee for Managing for Results, center staff and faculty developed a comprehensive training program targeting state managers. The program included courses in strategic planning, data collection, auditing data quality, survey research and data analysis. To date, more than 4,600 state managers have been trained in Managing for Results. The center also trained budget analysts from the Department of Budget and Management, legislative analysts from the Office of Legislative Services and auditors from the Office of Legislative Audits.

Consistent training and consulting services provided by the Schaefer Center contributed to the statewide implementation efforts.

“The Schaefer Center at the University of Baltimore has had a significant role in the implementation of the Managing for Results program in Maryland state government. The center has executed a training program that has trained thousands of state employees, and faculty members have worked with state agencies to improve their strategic planning and to assist in measuring the outcomes of their programs. Schaefer Center leadership has also made significant contributions to development and refinement of Maryland’s Managing for Results effort.”

–David Treasure, Budget Director, Department of Budget and Management
2004-2005
Baltimore City Healthy Start
Strategic Planning and Facilitation

2004
Maryland State Department of Education
Strategic Plan Facilitation

2004
Maryland State Highway Administration
Strategic Planning

2003-2004
Roland Park Place
Strategic Planning

2003
Maryland State Highway Administration
Performance Measures Development

2001-2003
Child Care Administration, Maryland Department of Human Resources
Strategic Planning

2001
Deputy Secretary for Planning, Maryland Department of Human Resources
Strategic Planning

2000-Present
Maryland Transportation Authority
Managing For Results Strategic Planning

Maryland Department of Budget and Management
Managing for Results Strategic Planning

Maryland Department of Human Resources
Strategic Planning

2000-2001
Governor’s Office for Children, Youth & Families
Managing for Results Strategic Planning

Maryland Department of Public Safety and Corrections
Strategic Planning and Performance Measurement

2000
Maryland Board of Pharmacy
Managing for Results Strategic Planning and Facilitation

1999-2003
Family Investment Administration, Maryland Department of Human Resources
Managing for Results Strategic Planning

1999-2001
Maryland State Lottery
Managing for Results Strategic Planning

1999-2000
Maryland Department of General Services
Managing for Results Strategic Planning

1998-2000
Maryland Department of Juvenile Justice
Strategic Planning

Maryland Office of the Attorney General
Strategic Planning and Performance Measurement

1997
Maryland Department of Budget and Management
Development of Strategic Planning Process

1999
Peabody Institute
Professional Development & Training

Through professional development programs, the Schaefer Center is able to enhance the management and leadership capacity in state and local government organizations. During a program sponsored by Baltimore’s Managerial and Professional Society, the center provided management and supervisory skills training to emerging leaders in city government.

Managing for Results is the center’s largest training program. Since the inception of this program in 1997, the center has trained more than 4,600 mid- and upper-level managers in state agencies. Courses include Introduction to Managing for Results; Mechanics of Developing Performance Measures; Collecting and Interpreting Performance Data; Ensuring Data Integrity; Auditing Performance Data; Performance Budgeting; and Activity-Based Costing.

Recently, the Schaefer Center provided management training to a cadre of 55 mid- and upper-level managers in the Baltimore City Public School System’s operations division. These dedicated employees provide the school system’s critical support services, including food service, safety, transportation and building and ground maintenance.
2005
Baltimore City Public School System
Master Manager Training

1997-Present
Maryland Department of Budget and Management
Managing for Results

1996-1997
Social Security Administration
Focus Group Moderator Training

1994
State of Maryland
Training for Quality and Efficiency
Veterans Administration
Focus Group Moderator Training
American Institute for Professional Development
Executive Development Training for Public Managers

Maryland State Teachers Association
Focus Group Moderator Training

1993-1994
Social Security Administration
Focus Group Moderator Training

1992
Taft Institute for Government
Taft Seminar for Teachers

1991
Taft Institute for Government
Taft Seminar for Teachers

1989
Taft Institute for Government
Taft Seminar for Teachers

1986-1992
Managerial and Professional Society of Baltimore City
Management Training Seminars for Baltimore City Mid- and Upper-Level Managers
Over the years, the center has delivered programs that encourage civic involvement. During the 1980s, center staff conducted the two-week Taft Seminar for Teachers. This nonpartisan program combined academic presentations and interactive sessions with those directly involved in government. Teachers from across Maryland were given the opportunity to learn the inner workings of government from elected officials, nonprofit lobbyists, historians, government executives and policy analysts. This intensive workshop provided a unique learning experience that enhanced the knowledge of teachers who were already passionate about their subject.

In the mid 1990s, the center conducted a study of the feasibility and financial viability of establishing a special benefits district in the midtown section of Baltimore City. Based upon the findings of the study, a core group of Mount Vernon Belvedere Improvement Association members decided to pursue the establishment of such a district. The Schaefer Center assisted the Baltimore City Board of Elections in administering the special election that established the Midtown Special Benefits District.

The Schaefer Center and the University of Baltimore’s Center for Citizenship and Applied Politics were selected by the U.S. Election Assistance Commission to be one of only 15 sites nationwide to help implement the Help America Vote College Program during the 2004 presidential election. Notwithstanding the greatly compressed time frame of six weeks between the grant award and Election Day, the effort to recruit 537 college students, train 282 and have 158 serve as poll workers on Election Day was a resounding success. The Baltimore City election director reported that as a result of the Help America Vote College Program at UB, “for the first time in 20 years, the precincts in the city were fully staffed.” The program’s pre-election phases were followed by extensive post-election day research including a mail survey, interviews with election directors and student participants and two focus groups. The center anticipates ongoing work in this area through the training of election judges and the continued involvement of college students—as both election judges and interns who work with county, city and state election directors.
2004
U.S. Election Assistance Commission
Help America Vote Act

2001
Maryland General Assembly
Health Care Provider Credentialing Study

1996
Maryland Nonprofits
Evaluation Methodology Workshop

1995
Mount Vernon Belvedere Improvement Association
Midtown Special Benefits District Feasibility Study

Maryland General Assembly
Physician Self-Referral Study

1994-2000
Intergovernmental Affairs Division, American Planning Association Quarterly Newsletter
Newsletter Design and Publishing

1992
Taft Institute for Government
Taft Seminar for Teachers

Total Quality Management Seminars

Goodwill Industries
Total Quality Management Seminars

1991
Taft Institute for Government
Taft Seminar for Teachers

Maryland Department of the Environment
Total Quality Management Seminars

1990
Commission of the Bicentennial of the United States

1989
Taft Institute for Government
Taft Seminar for Teachers

Urban Affairs Association
Co-Host of Annual Conference
P. Ann Cotten, D.P.A., C.P.A., Director

Ann Cotten has 18 years of professional experience in the areas of strategic planning, performance measurement, program evaluation, survey research, focus group moderation, public sector management and managerial accounting.

Her recent projects include the development of a workforce plan for a major state agency, the development of workload standards for the Maryland Department of Human Resources’ Family Investment Administration case management and a feasibility study on the implementation of a special benefits tax district for midtown Baltimore City. Cotten also served as a co-investigator on legislative efforts to combat obesity. This study resulted in a nationally cited Obesity Report Card™.

Cotten has conducted strategic management training in the center’s Managing for Results training program since 1997. She has facilitated the development of strategic plans and Managing for Results submissions as well as performance measurement plans for numerous state agencies. She is also a frequent presenter on the Balanced Scorecard.

Cotten has conducted surveys on a broad array of topics, such as public attitudes toward medical research and federal spending, AIDS awareness, public interaction with medical professionals, minority businesses in Maryland and Maryland defense contractors. As a trained focus group moderator, she has moderated sessions on topics such as health care access, transportation planning, higher education issues and homelessness.

Cotten is the president of the Maryland Chapter of the American Society for Public Administration. She received her Doctorate in Public Administration from the University of Baltimore and is a Certified Public Accountant. She has authored or co-authored numerous research reports and has presented papers at professional conferences. She is a contributing author to an upcoming book on obesity, business and public policy.
Mary E.W. Lovegrove, J.D., M.B.A., Assistant Director
Mary Lovegrove was named assistant director of the Schaefer Center in September 2003 after working as a center consultant and accountant for several years. She co-authored the Health Care Credentialing Study, a project requested by the Maryland General Assembly, and participated in strategic planning for the Public Service Commission as well as in other management consulting projects.

Prior to joining the Schaefer Center, Lovegrove served as general counsel and consultant for an international banking consultancy headquartered in Zagreb, Croatia, where she provided expertise in the areas of international banking law, bank rehabilitation and bank reorganization. She also served as a senior enforcement attorney at the U.S. Office of the Comptroller of the Currency in Washington, D.C., for eight years and gained significant management experience working as a human resources manager for the Baltimore Mayor’s Office of Manpower Resources.

Shama Y. Akhtar, M.P.A., Survey Project Manager
Shama Akhtar, project manager for the center’s survey lab, has 15 years of experience in project management for both the private and public sector. Her areas of interest include survey research, quantitative decision-making and materials and communications research. She has presented several papers at various national conferences on topics including the value of information, communications systems and materials research. Akhtar also serves as an adjunct professor at the University of Baltimore, teaching in the Yale Gordon College of Liberal Arts as well as in the Merrick School of Business. She has a Master of Public Administration degree from the University of Baltimore and is currently pursing her doctorate at UB.

Diane M. Aull, Grants and Budget Administrator
Diane Aull has been a member of the Schaefer Center staff since its inception in April 1985, and an employee of the University of Baltimore since 1976. She currently serves as the center’s budget and grants administrator and budget analyst. In this capacity, she assists in the management and supervision of assigned Schaefer Center projects and personnel. She is responsible for vital functions and services, including procurement, management analysis, personnel management and financial management.

Pamela A. Bishop, Business Services Specialist
Pamela Bishop has been employed with the Schaefer Center since April 1995 and initially served as the administrative assistant to the executive director. In this capacity, she was responsible for the overall management of office procedures, communications and records. She also coordinated conferences, receptions and workshops.

Recently, Bishop received a promotion to the position of business services specialist. She processes personnel transactions for the center’s large survey lab interview team and contingent workforce. Bishop also coordinates the center’s graduate fellowship selection process. As an integral member of the center’s research support team, Bishop provides critical administrative support services to keep the center’s many projects running smoothly.

James Bradley, M.S., B.S.E.E., Senior Systems Analyst
James Bradley received his undergraduate degree in electrical engineering at The Johns Hopkins University in 1988 and earned his master’s in computer science and information systems at the Towson University in 1996. He has more than 20 years of experience in computer technology, particularly database design and implementation.

Bradley’s principle interests include data consolidation and cleaning techniques, geospatial mapping and imaging.
Nancy Haynsworth, Managing for Results Coordinator

Nancy Haynsworth began her career at the University of Baltimore in 1981. She has served as the administrative assistant to both the dean of the Yale Gordon College of Liberal Arts and the controller for the University’s Educational Foundation. She joined the Schaefer Center in 1997 as training coordinator for the Managing for Results program and now applies her administrative skills to coordinating the center’s training programs. She is also responsible for procurement management and the assignment and scheduling of the center’s graduate fellows. In addition, Haynsworth provides administrative support to the department chair of the University’s Public Administration program.

Christopher Scalchunes, M.P.A., Survey Lab Manager

Christopher Scalchunes serves as the center's CATI Lab survey manager. He is responsible for the day-to-day operations of all of the center's survey projects. He has contributed to many of the Schaefer Center’s various projects, including analyzing and editing data for the Maryland Policy Choices Surveys. His areas of interest include economic development, the role of nongovernmental organizations in the public sector and organizational design as it applies to strategic management in state and federal agencies.

He earned his bachelor's in political science from McDaniel College in Westminster, Md., and his M.P.A. from the University of Baltimore. In 1998, he received a graduate fellowship to work at the center and he became a research associate in 1999. He was promoted to his current position in 2003.
John J. Callahan, Ph.D., Senior Research Associate
John Callahan earned his Ph.D. in Social Science in 1971 from the Maxwell School of Public Administration at Syracuse University. He served as the assistant secretary for management and budget at the Department of Health and Human Services from 1995-2001, and also worked as the senior budget official, chief financial officer and chief information officer for HHS. Callahan served as acting commissioner of the Social Security Administration from March to September 1997 and as director of federal-state relations at the National Conference of State Legislatures from 1977 to 1979.

Previously, he served as executive director of the Legislator’s Education Action Project at N.C.S.L. from 1974 to 1977 and as a senior analyst at the U.S. Advisory Commission on Intergovernmental Relations between 1969 and 1971 and again from 1972 to 1974. At the University of Virginia, Callahan was an assistant professor of education and planning.

Callahan is the director of the Health Systems Management program at the University of Baltimore.

Thomas A. Darling, Ph.D., Research Associate
Thomas Darling received his Ph.D. from the University of Albany's Rockefeller College of Public Affairs and Policy, SUNY, with concentrations in policy analysis and administrative behavior. He also holds a bachelor’s degree in industrial and labor relations from Cornell University. He has worked as an area representative for the American Federation of State, County and Municipal Employees and as an assistant director in the Office of Employee Relations for the State of New York-Unified Court System.

Darling’s principle interests at the center include strategic planning, dispute resolution and the application of information technology within public organizations, particularly in the areas of assisting individual and group decision-making. He is an associate professor of government and public administration and the director of government and technology at the center.
Louis C. Gawthrop, Ph.D., Research Associate
Louis Gawthrop is an eminent scholar in government and public administration at the University of Baltimore. His fields of interest are public management, bureaucratic politics, organizational theory and public sector ethics. He was the editor in chief of Public Administration Review (1978-84). He is the author of five books—Bureaucratic Behavior in the Executive Branch; The Administrative Process and Democratic Theory; Administrative Politics and Social Change; Public Sector Management, Systems and Ethics and Public Service and Democracy—as well as numerous other scholarly publications. Gawthrop is the director of the University of Baltimore's School of Public Affairs and a member of the National Academy of Public Administration.

Don Haynes, Ph.D., Director of Survey Research
Don Haynes holds a doctorate from the University of North Carolina-Chapel Hill. His scholarly interests include survey research, policy analysis and environmental and natural resource policy. He is the author of several book chapters and a number of scholarly articles dealing with technology transfer, growth management and public opinion, and he is also the author of numerous monographs on public opinion.

Haynes has conducted survey research for such diverse organizations as the U.S. Department of Housing and Urban Development; the Department of Defense; the U.S. Navy; the Centers for Disease Control; the Maryland Departments of the Environment, Agriculture, Natural Resources, Planning, Human Resources and Health and Mental Hygiene; the Maryland Hospital Association, the Epilepsy Foundation; and the Baltimore Metropolitan Council, among others. Haynes is trained as a focus group moderator and has conducted groups for a number of state and nonprofit groups. He teaches in the center’s Managing for Results program and also teaches research methods, policy analysis, program evaluation and environmental and natural resource policy. Haynes is the center’s director of survey research and an associate professor in the UB School of Public Affairs.

Lenneal Henderson, Ph.D., Senior Research Associate
Lenneal Henderson is a distinguished professor of government and public administration and a senior fellow at both the Schaefer Center and the Hoffberger Center for Professional Ethics at the University of Baltimore. He has also served as a faculty member at the School of Human and Organizational Development and at the School of Educational Leadership and Change at the Fielding Graduate Institute. He received his A.B., M.A. and Ph.D. degrees from the University of California, Berkeley.

Henderson was recently selected as a Fulbright Senior Specialist by the Council on the International Exchange of Scholars and the U.S. Department of State. He is an internationally recognized urban scholar and has lectured and consulted on housing issues, energy management, environmental policy and public management for federal, state and local government and the corporate and nonprofit sectors for more than 30 years. He completed a study of the Baltimore CitiStat program and his CitiStat monograph was published in 2005 as a chapter in the book Managing for Results. Henderson was recently admitted into the National Academy of Public Administration.

Alan Lyles, Ph.D., Senior Research Associate
Alan Lyles is a pharmacist with a doctoral degree in operations research/health policy and management; he has extensive experience with health services delivery and applied research. He has published and lectured extensively in the U.S. and abroad. In 2005, Lyles became the Yale Gordon College Distinguished Chair in Research and Scholarship. At the state level, he has given testimony to the Maryland House Economic Matters and Environmental Matters Committees and the Senate Finance Committee on pharmaceutical cost and access issues.

Lyles is the Henry A. Rosenberg Professor of Public, Private and Nonprofit Partnerships in the UB School of Public Affairs’ Health Systems Management faculty. He is also senior fellow at both the Hoffberger Center for Professional Ethics at UB and the Center on Drugs and Public Policy at the University of Maryland School of Pharmacy. Formerly, he was on the Department of Health Policy and Management’s faculty at the Johns Hopkins Bloomberg School of Public Health, where he now holds an adjunct faculty appointment.
Daniel W. Martin, Ph.D., Research Associate
Daniel Martin received his doctorate in political science from the Maxwell School at Syracuse University. He teaches regularly in the fields of public personnel, organization theory and administrative history. He is the former president of the Maryland chapter of the American Society for Public Administration and program director for the Maryland chapter of the International Personnel Management Association. Martin's research interests focus on the basic principles of administrative thought, and how many of the questions inherent in modern strategic management mirror the questions asked when the modern study of public administration began a century ago. He is a professor of government and public administration at the University of Baltimore and director of the Master of Public Administration program.

Dennis McGrath, Ph.D., Research Associate
Dennis McGrath received his Ph.D. from the University of Maryland in 1983 with training in research methods and advanced statistics at the University of Maryland and the University of Michigan. He teaches these subjects to graduate students and applies his knowledge in solving a wide variety of research problems faced by state and local government officials. He also teaches courses in Business Ethics, Constitutional Law and Civil Liberties.

McGrath specializes in performance measurement, program evaluation and statistical analysis. He has taught extensively in the center’s Managing for Results program and facilitated the development of strategic plans and performance measures for numerous state agencies. He is also a trained and experienced focus group moderator.

Cindy Smith, Ph.D., Research Associate
Cindy Smith received her Ph.D. from the University of California, Irvine in 1996. She is a Fulbright Scholar and is presently researching human trafficking in Turkey. The majority of her work is in program evaluation and policy analysis in juvenile justice and adult corrections. Her research focuses on therapeutic community drug rehabilitation, juvenile sex offenders, juvenile delinquency, prison work programs, juvenile waiver policies, gender differences in juvenile court processes and chronic juvenile offender policies. Smith is the director of the graduate Criminal Justice program at the University of Baltimore.

John T. Willis, J.D., Senior Executive in Residence
John Willis, senior research associate at the center, is a graduate of Bucknell University and Harvard Law School. He has conducted extensive research on Maryland political history, elections and demographics and has authored several publications and significant reports. He is the author of Presidential Elections in Maryland, a contributing author to Western Maryland: A Profile and the co-author of an upcoming book, Maryland Government and Politics. From 1995 to 2003, he served as the secretary of state for Maryland and was deeply involved at the state and national levels in election reform issues as a member of numerous commissions and committees, as a presenter before federal and state legislative and executive bodies, and as a contributor to broadcast and print media. Since 1999, he has taught courses at the University of Baltimore, including American Public Policy, State and Local Government and Maryland Government and Politics.

Laura Wilson-Gentry, D.P.A, Research Associate
Laura Wilson-Gentry received her doctorate in public administration from the University of Oklahoma. She is the recipient of numerous academic awards such as the Yale Gordon Distinguished Research Chair (University of Baltimore), Leek Scholar in Public Affairs (University of Oklahoma) and Lehman Fellow in Social Sciences (State University of New York).

As a trained facilitator/moderator, Wilson-Gentry has conducted focus groups for numerous state agencies. She has also conducted strategic management training in the center’s Managing for Results program since 1997. She has extensive experience in the development of performance measures and strategic plans for state and local government agencies including the Maryland Department of Natural Resources, the Family Investment Administration of the Maryland Department of Human Resources and the Charles County Department of Social Services. She has also published extensively in peer-reviewed journals. Wilson-Gentry is the director of the University of Baltimore’s Doctorate of Public Administration program and senior manager of program evaluation and policy analysis research at the center.
The Schaefer Center awards fellowships to a select group of graduate students at the University of Baltimore. Fellows receive full tuition remission and a stipend while attending graduate school on a full-time basis. Fellows also work half time at the center, where they are provided with the opportunity to hone their skills in real-world settings under the guidance of experienced researchers. Since 1985, the center has awarded more than 70 fellowships.

Fellows have a rewarding experience at the center; as active participants in the center’s applied research mission, they work side by side with faculty members in a dynamic setting that challenges and expands their academic, interpersonal and technological skills and abilities. The breadth of research projects ensures that fellows will be exposed to a variety of public sector leaders and the challenges they face.

Upon leaving the center, fellows are prepared to assume challenging positions in the public, private and nonprofit sectors. Among our graduate fellow alumni are recipients of the prestigious Presidential Management Internship and the Maryland Governor’s Policy Fellowship. Many of our alumni have moved on to positions of responsibility in the Centers for Medicare & Medicaid Services, the National Institute of Justice, the Maryland Department of Fiscal Services, the Maryland Higher Education Commission, the Maryland Department of Planning and the Maryland Office of the Governor. Several fellows have gone on to Ph.D. programs and are now teaching in the public administration field.
Schaefer Center Graduate Fellows 1985-2005

1985-1986
Meghan M. Baldwin  
M.P.A.
Patricia Ann Daukzsewicz  
M.S.
Gayle M. Fink  
M.S.
Traci L. Kerr  
M.S.

1987-1988
Susan F. Chiariello  
M.P.A.
Carrie Miller  
M.A.
Lucy A. Motsay  
M.B.A.
Robert K. Weaver  
M.P.A.

1988-1989
Francia Carrillo  
M.A.
Mark L. Paddock  
B.S.
Heather C. Price  
B.S.
Mary E. Warren  
M.P.A.

1989-1990
Mitchell J. Sadoff  
M.P.A.
Jeffrey Slowikowski  
M.P.A.
Lena D. White  
M.P.A.

1990-1991
Marilyn C. Moses  
M.S.
Joan L. Motsay  
M.B.A.
Dorothy C. Ruck  
M.P.A.
Lisa M. Slowikowski  
M.P.A.
Vincent A. Taliano  
M.P.A.

1991-1992
James W. Douglas  
M.P.A.
Sonia Gutierrez  
M.P.A.
Heiler G. Halpert  
M.P.A.
Anthony J. Neuser  
M.P.A.
Lynn M. Orlosky  
M.P.A.
Timothy J. Tosten  
M.P.A.

1992-1993
Patrick C. Allewalt  
M.P.A.

1993-1994
Tonya M. Hardy  
M.P.A.
James Kaufman  
M.P.A.
Chantel Ornstein  
M.P.A.
Mary E. Reichard  
M.P.A.
Sarah Vaughan  
M.A.
Nicole M. Walter  
M.P.A.

1994-1995
Md Nasir Haider  
M.B.A.
Valerie R. Shearer  
J.D.

1995-1996
Stephanie Furia  
M.P.A.
Kirk A. Grothe  
M.P.A.
Thomas Hickey  
M.P.A.
James L. Spies  
J.D.

1996-1997
Gwendolyn H. Daies  
M.P.A.
Michelle A. Lombardo  
M.B.A.
Ethan B. Minkin  
J.D.

1997-1998
Preeti V. Acharya  
M.B.A.
Christina C. Bowers  
M.B.A.
Beth A. Buck  
M.P.A.
Hsiao-Wei S. Shih  
M.P.A.
Aparna Srinivasan  
M.P.A.
Kirk Grothe
Chief Information Officer, Maryland Department of Human Resources

"Being a fellow at the Schaefer Center was a great foundation in preparing me for serving in the public sector. I was able to be part of ‘real-life’ projects, work with leading faculty and make a positive difference in the community. The experience allowed me to learn my craft and practice it at the same time, and it also helped me to hone my skills. My fellowship at the Schaefer Center was one of the major reasons I was selected into the Presidential Management Internship program. To this day, I rely on the tools that I received through my M.P.A. studies and my time at the center."

Dourakine Rosarion
CitiStat Analyst, CitiStat Office

"The fellowship program at the Schaefer Center for Public Policy enabled me to gain relevant experience within the field of public administration as a graduate student. The University of Baltimore provided a solid foundation. However, the Schaefer Center afforded me the opportunity to turn theory into practice. This soon proved to be the formula for a successful transition into the ‘real world.’ My experience as a graduate fellow, working closely with numerous leaders within public administration, contributed to the seamless departure from being a student to becoming a professional. The fellowship essentially filled the gap that education alone would not have provided."
The Schaefer Center was created in 1985 and named in honor of then-Mayor William Donald Schaefer. Schaefer's commitment to honesty, integrity and excellence in public service has served as a model for the center in its efforts to improve the policy-making process for all Maryland citizens.

Schaefer is a lifelong Maryland resident, born in Baltimore on Nov. 2, 1921, to William Henry and Tululu Irene Schaefer. He was educated in Baltimore's public schools, graduating from Baltimore City College in 1939, and he received his J.D. and Master of Law degrees from the University of Baltimore School of Law. He also served in the U.S. Army and remained with the Army Reserves until he retired as a colonel in 1979.

His concern for city planning and housing issues propelled him to a seat representing the 5th District on the Baltimore City Council in 1955. In 1967, Schaefer ventured into citywide politics by running successfully for Baltimore City Council president. Four years later, he ran successfully for the mayor's office, where he served for four consecutive terms. As mayor, he led Baltimore's renaissance and the redevelopment of the Inner Harbor.

In 1986, Schaefer was elected as the 58th governor of Maryland. After serving two consecutive terms as governor, Schaefer took a brief hiatus from public life. In 1998, Schaefer was elected to become the 32nd comptroller of Maryland, a position he currently holds.