

Henrik P. Minassians

Contact Information

18111 Nordhoff St
Northridge, CA 91330-8362
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Work Phone: (818) 677-5115

Professional Preparation:

Doctor of Philosophy. Political Science

(December, 2002)

Nelson A Rockefeller College of Public Affairs and Policy
State University of New York-Albany

Concentration: Public Policy and Administration

Dissertation Title: "Can Counties Become Smart Buyers in Medicaid Behavioral
Managed Care Contracting? Policy Implementation and Management Issues"

Master of Arts. Political Science

California State University Northridge-California
(Fall '94-Spring '96)

Major Field: American politics & policy/ Public administration

Bachelor of Arts. Political Science

California State University Northridge-California
(Spring '90-Spring '94)

Fields: American politics & policy/ Public administration

PROFESSIONAL EXPERIENCE:

1. Professor of Urban Studies and Planning, CSUN (Fall 2008-present)
Director of Master of Public Administration (2004-2012 & from 2019 – present)
2. Academic Director ReLAY Institute, CSUN (Fall 2019 – present)
3. Associate Director for Community Outreach, Institute for Social and Behavioral Sciences (Fall 2015-Spring 2017)
4. Director of Regional and National Partnerships and Services for Public Sector (Summer 2012- 2015)
5. Director of Public Sector Program at the Tseng College, CSUN (Dec. 2003-Summer 2012)
6. Assistant Professor of Political Science, CSUN (Fall 2008-Fall 2009)
7. Senior Research Associate, the Higher Education Program at the Nelson A. Rockefeller Institute of Government, Albany, New York (March 2000 – June 2003)
8. Research Assistant, the Public Policy and Education Fund, Jan. 1999-Feb. 2000
9. Independent Researcher, Empire Foundation for Policy Research, November 1999-March 2000

10. Research Assistant, the Department of Taxation and Finance, April 1998- Sept. 1998
11. Research Assistant, Department of Political Science, State University of New York- University at Albany, Spring 1997-Fall 1999

RESEARCH & TEACHING INTEREST:

General Areas: Urban Planning and studies, public administration, urban public management, accountability, policy implementation theory, policy analysis, research methods, governance of networks and policy drivers, network hybridity.

TEACHING EFFECTIVENESS & DIRECT INSTITUTIONAL CONTRIBUTIONS:

- MPA 610, 620, 623A, 640, 650, 612A, MPA 697S, 698S (2004-current ongoing).
- URBS 310 Growth and Development of Cities, Urban Studies and Planning Department – CSUN (Spring 2011, Spring 2012, Fall 2012 (2 sections), Spring 2013, Fall 2013, Fall 2014, 2015, 2016, 2017, 2 sessions, 2018, 2019, 2020, 2021, 2023)
- URBS 490C – Field Research, Urban Studies and Planning Department – CSUN (Spring 2010, Spring 2012, Spring 2013, 2014, 2015, 2017, 2019, 2020, 2021, 2022 – on-going)
- URBS 650 – Policy Analysis and Planning CSUN (Spring 2015, 2017, 2018, 2019, 2020, 2021, 2023, - on-going).
- URBS 450 – Special Problems Seminar, Urban Studies and Planning Department – CSUN (Spring 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2023- on-going).
- URBS 150 – The Urban Scene, Urban Studies and Planning Department – CSUN (Fall 2011, Fall 2016, Spring and Fall 2017, 2018, 2022, 2023)
- URBS 430 – Planning in Public Sector, Urban Studies and Planning Department – CSUN (Fall 2011)
- URBS 340A – Research Methods for Urban Studies. Urban Studies and Planning Department – CSUN (Fall 2009 and 2010)
- POLS 360 – Introduction to Public Administration. Political Science Department – CSUN (Summer 2009)
- POLS 571 – Graduate Seminar In Methodology. Political Science Department – CSUN (Spring 2009)
- POLS 406 – Public Policy Analysis. Political Science Department – CSUN (Fall 2008)
- POLS 372, Research Methods in Political Science. CSUN- (Spring 2005)
- POLS 462, Ethics and Politics. CSUN- (Spring 2004 and Fall 2005)
- POLS 240, Introduction to American Politics and Public Policy. State University of New York-Albany (Summer 1997, Summer 1998, Summer 2000, Summer 2001 and Summer 2002) Albany, New York
- POLS 204, The Politics and Policy of AIDS, State University of New York-Albany (Spring 2000) Albany, New York

- POLS 380 – Los Angeles: Past, Present, Future. California State University Northridge
(Spring 1996) Northridge, California

CONTRIBUTION TO THE FIELD OF STUDY:

Book

Joseph C. Burke & Henrik Minassians, Reporting Higher Education Results: Missing Links in the Performance Chain, New Directions for Institutional Research No 116, Jossey-Bass, December 2002.

Peer Reviewed Research Articles

1. Minassians, H., Aglyan, V. (2024). Community Engagement and Its Challenges in Complex Governing Networks; Co-Design Challenges and the Incongruency of Governing Networks. *Journal of Public Administration and Governance*, ISSN 2161-7104.
2. Minassians, H., Najafabadi, M., Barseghyan, **(2025)**. The Evolution of Public Organizations and the Rise of Multifaceted Leaders, *The Palgrave Encyclopedia on Leadership*.
3. Henrik Minassians and Maria Barseghyan, “Models of P3 for Higher Education Institutions – Opportunities and Pitfalls” *Creative Education*, 2024, Vol 15.
4. Roy, R. K. & Minassians, H. P. (2022). A Panoramic ‘Systems’ Approach to the Covid-19 Pandemic. In *Pandemic and Liberty* (pp. 35-55). American Institute for Economic Research.
5. Minassians, H. P., & Roy, R. K. (2020). Applying Governing Networks and Multilevel Scales to Address Wicked Problems. In *Enabling Collaborative Governance through Systems Modeling Methods* (pp. 3-22). Springer, Cham.
6. Henrik Minassians and Ravi Roy, (2017) Governance Structures and the “(De)Politicization” of Performance Measures. System Dynamics for Performance Management. Springer.
7. David Lopez and Henrik P. Minassians, “The Sexual Trafficking of Juveniles: A Conceptual Model” Victims and Offenders: An International Journal of Evidence-based Research, Policy and Practice, June 2017.
8. Zeynep Toker and Henrik Minassians, “Miscalculated opposition of businesses to street improvements” Journal of Urban Design and Planning, January 2017, Issue DP10.

9. Arthur T. Denzau, Henrik P. Minassians and Ravi K. Roy (2016) Learning to Cooperate: Applying Deming's New Economics and Denzau and North's New Institutional Economics to Improve Inter-organizational Systems Thinking. *Kyklos* Volume 69 No. 3, pp. 471-491.
10. Henrik Minassians, "Network Governance and Performance Measures: Understanding Hybridized Complexity and Collaborative Challenges in Design of Performance Measures in a Large Municipal Context" *International Journal of Public Administration*, March 2015
11. Henrik Minassians, "Performance Measures and Its Pitfalls: An Exploratory Study" *California Journal of Politics and Policy*, Jan. 2014.
12. Henrik Minassians, "California State University, Northridge: Innovative Curriculum Design for Midcareer Professionals" *Continuing Higher Education Review*, Vol. 76, 2012.
13. Zeynep Toker and Henrik Minassians, "Good Cities and Healthy Communities in the United States" *Journal of Urban Design and Planning*, 165 September 2012, Issue DP3.
14. Joseph C. Burke & Henrik Minassians and Po Yang, "State Performance Reporting Indicators What Do They Indicate?" *Planning For Higher Education*, Vol. 31, No. 1, September-November, 2002.

Forthcoming Papers Under Review

Current Working Papers

15. The Role of Policy and Administrative Governance Modes on Policy Convergence: A Conceptual Framework (Fall 2022-2023).
16. The Role of State University Partnership with the Public, Philanthropic and Private Industry in Knowledge Development in Los Angeles: Lessons for Yerevan State University (Spring 2023- on going).
17. Incongruency of Governing Networks and challenges of Public Management (Spring 2023- on going).

Non-Peer Reviewed Journal Articles

1. Henrik Minassians and Ravi Roy, "Meeting the Complex Challenges Facing Public Higher Education Will Require Moving from Silos to Systems" *Evolution*, January 2017. https://evolution.com/managing-institution/operations_efficiency/meeting-the-complex-challenges-facing-public-higher-education-will-require-moving-from-silos-to-systems/

2. Henrik Minassians, “Competing Priorities: Efficacy of Assessment of Teaching and Learning in Continuous Changing World of Colleges and Universities” The Evollution, August 5th 2014. <http://www.evollution.com/opinions/competing-priorities-efficacy-teaching-learning-assessment-ever-changing-higher-education-space/>
3. Henrik Minassians, “Carrots or a Stick? Performance Budgeting for Colleges and Universities” The Evollution, April 2014. http://www.evollution.com/media_resources/carrots-stick-performance-budgeting-colleges-universities/
4. Henrik Minassians, “Elusive Forces of Accountability in Higher Education” The Evollution, April 2014. <http://www.evollution.com/opinions/elusive-forces-accountability-higher-education/>
5. Henrik Minassians, “Lessons from the Music Industry: Addressing Quality Rather than Focusing on Access and Cost” The Evollution, October 2013. <http://www.evollution.com/author/henrik-minassians/>
6. Henrik Minassians, “Engaging Local Stakeholders through Targeted Programming” The Evollution, September 2013. <http://www.evollution.com/2013/09/03/>
7. “Youth and Alienation”, published as an article in *Asbarez Daily* newspaper, Asbarez, California, November 11, 1989.
8. “The Rise of National Movements in Caucasian Region”, published as an article in *Asbarez Daily* newspaper, Asbarez, July 7, 1989.

Book Chapter

1. Toker, Z.; Olwert, C. and Minassians, H. (2023). Best practices from 29 planning program-community partner projects. (forthcoming in “**Partners in Planning: University-Community Partnerships in Planning Education**, book chapter).
2. Ravi Roy and Henrik Minassians. 2022. A Panoramic “Systems” Approach to the COVID-19 Pandemic (AIER).
2. Henrik Minassians and Suren Ghazaryan,, 2017, “Global Performance Measures,” in Global Encyclopedia of Public Administration, Public Policy, and Governance. Edited by Ali Farazmand. Springer International Publishing.
3. Lawrence Becker and Henrik Minassians, 2012. The Bureaucracy. In Jeanne Zaino, *Core Concepts in American Government: What Everyone Should Know* (pp. 99-120). Boston: Pearson Longman Publishers. (Peer review)

4. Stella Theodoulou, Henrik Minassians and Gloria Guevara, "Myths and Illusions: The Media and AIDS Policy," published as a chapter in *AIDS: The Politics & Policy of Disease*, Prentice Hall, 1996.

Book Reviews

1. Henrik Minassians (2012, March 22). *Cities and the Creative Class*. [Cities and the Creative Class, Richard Florida. American Jewish University. <http://www.ajula.edu/>

Reports

Henrik Minassians, "Employment Pattern and the Provision of Employment Services for the Opportunity Youth" Prepared for ReLAY Institute, CSUN, October 2022.

Henrik Minassians, "Journey Mapping and Access of Opportunity Youth to the City and County Services," Prepared for ReLAY Institute, CSUN, October 2021.

Henrik Minassians and Paul Krivonos, "Nurturing Innovation in Knowledge Management Education: An Integrated Curriculum Development Process for a Knowledge Management Master's Degree," Los Angeles, California: The Tseng College of Extended Learning, CSUN, 2005.

Joseph C. Burke & Henrik Minassians, "Ohio's Challenge and Choice in the Knowledge Economy
White Paper prepared for Communities, Higher Education and the Changing Economy, 2003

Joseph C. Burke & Henrik Minassians, "Performance Reporting: "Real" Accountability or Accountability "Lite" Seventh Annual Survey," Albany, New York: Rockefeller Institute of Government, June 2003.

Joseph C. Burke & Henrik Minassians, "Performance Reporting: The "No Cost" Accountability Program The Sixth Annual Survey," Albany, New York: Rockefeller Institute of Government, December 2002.

Joseph C. Burke & Henrik Minassians, "Economic and Education Summits: Does the Title Make a Difference?" Higher Education Program, Albany, New York: Rockefeller Institute, 2002. Report prepared for the Ohio Board of Regents.

Joseph C. Burke & Henrik Minassians, "Linking State Resources to Campus Results: From Fad to Trend The Fifth Annual Survey," Albany, New York: Rockefeller Institute of Government, 2001.

Joseph C. Burke & Henrik Minassians, "Erasing Mississippi's Education Deficit: A Public agenda For the Decade" Higher Education Program, Albany, New York:

Rockefeller Institute, 2001. Report prepared and presented at the Economic and Higher Education Summit in Mississippi.

Joseph C. Burke & Henrik Minassians, "Performance Funding and Budgeting: An Emerging Merger? The Fourth Annual Survey," Albany, New York: Rockefeller Institute of Government, 2000.

PROFESSIONAL EXPERT INTERVIEWS & PRESENTATIONS:

External Dissertation Committee Member, University of Sydney, Australia (2017). Title of Thesis: Social Network Model for Accessing and Sharing Expertise During Disasters.

Interview with KCSN on Food Deserts in South Central Los Angeles, Fall 2017
<http://www.csuntvnews.com/videos/wealthier-is-healthier/>

Interview with KCSN on Human Trafficking and Built Environment issues in Los Angeles, Fall 2016.

Manuscript Peer Review- Co-Creating Value in Urban Public Policy Context: A Different Approach. For MDPI-Pubblons, Fall 2017

Manuscript Peer Review – Impact of ITS in estimation of traffic congestion level of an urban corridor. For Global Science and Technology Forum (GSTF), Fall 2017

Manuscript Peer Review – Commercial Corridor as a place for creating a great sense of place: A Literature review on four locations of commercial corridor. For Global Science and Technology Forum (GSTF), Fall 2017

Manuscript Peer Review –Urban Rejuvenation Through Techno Art Intervention: A Case of Kolkata. For Global Science and Technology Forum (GSTF), Fall 2017

Manuscript Peer Review - What is Public Agency Strategic Analysis and How Does It Differ from Policy Analysis? For Administrative Sciences, Spring 2017.

Thank you for refereeing the paper "MEASURING ACADEMIC QUALITY – A 3-dimensional Approach for Internal Audit using DMAIC" and for completing the refereeing form.

Served on Horizon Research Publishing Corp. editorial board on reviewing articles.
Article: **The Recent Urban Protests In Brazil, 2016**

Presentation webinar at In Thinking Roadmap, August 21-22, 2014

<http://campaign.r20.constantcontact.com/render?ca=9084b068-ac2d-43c7-8b24-91a33c835ace&c=02ddb6c0-203f-11e3-8add-d4ae52754055&ch=030efff0-203f-11e3-8b41-d4ae52754055>

LA Times Interview, “L.A. revives a denser vision for Woodland Hills' Warner Center,” August 19, 2014. <http://www.latimes.com/local/la-me-warner-center-20140820-story.html>

Governing Magazine Interview, “What Other Cities Can Learn from Baltimore's Outcome-Based Budgeting,” November 11, 2013.
<http://www.governing.com/news/headlines/gov-what-other-Cities-Can-Learn-from-Baltimores-Budget.html>

CONFERENCES:

- Henrik Minassians and Vahagn Aglyan. Incongruency of Governing Networks & Challenges of Public Management. (International Research Society for Public Management, 2023, Budapest, Hungary).
- Ravi Roy and Henrik Minassians. A Panoramic “Systems” Approach to the COVID-19 Pandemic (September 2021, AIER).
- Henrik Minassians. Transit Equity North Los Angeles (APPAM, October 2021)
- Henrik Minassians (May 2016) “Governance Structure and “(De)Politicization” of Performance Measures” VII “Azienda Pubblica” Workshop “What performances, how to measure and who measures them, and for what purposes in the Public Administration system?”&Symposium “The Paradigm Shift from Output to Outcome Measures in the Public Sector”^[1]_{SEP} In collaboration with the *International Journal of Public Administration*, Palermo, Italy, 25-27 May 2016
- Henrik Minassians (June 2014) “To link or not to link: Lessons in Collaborative design” Transatlantic Dialogue 10: From Public Administration to XXI Century Collaborative Administration - The role of public networks. Annual Conference, Lugano Switzerland, 2014.
- Henrik Minassians (June 2013) “To Reflect or Not to Reflect: Can Public Sector Shift Paradigms?” keynote speaker at the Art of Reflection Conference, InThinking Network 12th Annual Forum, Los Angeles CA.

- Henrik Minassians (Summer 2012) “Panacea of Separating Politics from Administration: Re-Examining the Governance Structure in Los Angeles County,” Paper presented at the Multinational Conference in Public Management through German Research Institute for Public Administration at Speyer and School of Public and Environmental Affairs of Indiana University.
- Henrik Minassians (2011) “Performance Measures and Its Pitfalls: Strategies for Building a Quality program in a Southern California Public Agency” Paper presented at the Multinational Conference on Public Management through APPAM, HSE and University of Maryland conference, Moscow, Russia.
- Zeynep Toker and Henrik Minassians (2011) “Good cities and healthy communities for better quality of life” paper presented at the 52nd Anniversary American Collegiate Schools of Planning (ACSP) Conference, Salt Lake City, Utah.
- “Performance Measures and Its Pitfalls: What Can we Learn from a Southern California Public Agency,” Chattanooga, TN, March 2010.
- “Collaborative Strategies and Lessons in Building Successful Partnerships: Between an Educational Institution and Government,” Crystal City, VA October 2009.
- “Collaborative Strategies and Lessons in Building Successful Partnership,” Riverside, April 2009.
- “Performance Measures and Its Pitfalls: An Exploratory Study,” New Jersey, 2009.
- “Creating Highly Effective Public Sector Organizations,” presented at the Social Work Conference, LA Department of Public Social Services Conference, Los Angeles, May 2007.
- “Creating Highly Effective Public Sector Organizations,” presented at the Special Bureau of Operations, LA Department of Public Social Services Conference, Los Angeles, March 2007.
- “Developing Innovative and Responsive Graduate Credit Certificate Programs for Midcareer Professionals,” presented at the UCEA 92nd Annual Conference, Vancouver, Canada, April 2007.
- “Outcomes-Based Program Development,” presented at the UCEA 91st Annual Conference, San Diego, CA, April 2006.
- “Nurturing Innovation in Knowledge Management Education: An Integrated Curriculum Development Process for a Knowledge Management Master’s Degree,” ICKM Conference, Charlotte, North Carolina, March, 2005.
- “Performance Reporting Indicators: What Do They Indicate?” presented at the National Institution on Advanced Degrees (NIAD), Tokyo, Japan, September 2002.
- “Linking State Resources to Campus Results,” presented at the National Institution on Advanced Degrees (NIAD), Tokyo, Japan, September 2002.
- “Problems Associated with the Implementation of policies by WTO”, presented at the International Studies Association (ISA) conference, Washington, D.C., February. 1999

- “The WTO and Public Policy: Implications on Domestic Policy-Making”, presented at Northeastern Political Science Association, Boston, Massachusetts, November 1998.
- “A Government Learns to Respond to Managed Care or How to Become a Smarter Buyer”, co-author with Prof. Bob Nakamura. Presented at the Association of Public Policy Analysis and Management conference in New York City, New York, October 1998.
- “The Implications of Globalization and Its effect on Domestic Public Policy”, presented at the New York Political Science association conference in Albany, New York, May 1998.
- “The Changing Face of the AIDS Epidemic: A Case Study of Los Angeles County”, presented at the Western Political Science Association conference in Tucson, Arizona, March 1997.
- “AIDS and the Media”, presented at the Western Political Science Association conference in Portland, Oregon, April 1995.
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Selected funded research contracts, grants or commissions in last 7

- Conrad Hilton Foundation, 2024, \$100,000
- City of Los Angeles, 2020 – on-going annually, \$125,000
- Oakland Community Group, 2025, \$7,000
- Pomona Police Department, 2016, \$5000 (received)
- The John Randolph and Dora Haynes Foundation, 2016, \$146,000
- DOJ, 2016, \$500,000 applied
- Charles Koch Foundation, 2016, \$150,000
- Los Angeles City Police Department, 2016, \$30,000

FACULTY DEVELOPMENT:

- i. Attended Faculty Technology Center summer camp workshops on online course design converting my URBS 310 course into a fully online format.
- ii. Volunteered and Participated at the New Faculty Orientation team for Center for Innovative and engaged Learning Opportunities (CIELO), 2014.
- iii. Attended online webinar workshop on “Cultural Responsiveness in Equity-Focused Evaluations” offered by Rodney Hopson & Katrina Bledsoe through Association of Public Policy Analysis and Management, March 15, 2012.

- iv. Attended Oppenheim Lecture Series 2011-12, "Growth, Innovation, and the Accelerating Pace of Urban Life: Are 21st Century Cities Sustainable?", March 7, 2012
- v. Attended 26th Annual Land Use and Law and Planning Conference offered by UCLA Extension, February 3, 2012
- vi. Attended online workshop on "Prior Learning Portfolios: A Representative Collection," offered by The Council for Adult and Experiential Learning, June 9, 2011.
- vii. Attended online webinar workshop on "Developmental Evaluation" offered by Michael Quinn Patton through Association of Public Policy Analysis and Management, December 6, 2011.
- viii. Letter from Prof. Kiren Dosanjh Zucker expressing appreciation for participation in session entitled "Socially Networked Class: Using Web 2.0 Technology to Create Classroom Communities and Enhance Learning"
- ix. Attended Teaching and Learning bytes offered by Prof. Patricia Miller entitled "Use of voice thread to improve students' foreign language literacy skills"
- x. Attended Teaching and Learning bytes offered by Prof. Zeynep Toker entitled "Computer Simulations Using Google Earth", Fall 2010.
- xi. Certification of participation in the Performance Assessment in Higher Education Seminar at Harvard on November 16-18, 2008.
- xii. Attended a workshop entitled "Faculty Development in Blended/Online Learning" at the Academic Impressions Conference, March 2-4, 2009, CO
- xiii. Letter from Prof. Kiren Dosanjh Zucker expressing appreciation for participation in session entitled "Socially Networked Class: Using Web 2.0 Technology to Create Classroom Communities and Enhance Learning"
- xiv. Attended Teaching and Learning bytes offered by Prof. Rachel Freidman Narr entitled "Reusable learning modules in special education"
- xv. Attended Teaching and Learning bytes offered by Prof. Norm Herr entitled "Use of interactive web-based documents to impact student learning outcomes in science methods"

- xvi. Attended Teaching and Learning bytes offered by Profs. Brian Foley and Ellis Godard entitled “Use of Wiki’s” and “ Mass customization of individual messages using Excel, Outlook plug-ins, and mail merge”
- xvii. Attended Teaching and Learning bytes offered by Prof. Patricia Miller entitled “Use of voice thread to improve students’ foreign language literacy skills”

GRANTS:

Internal Grants:

- Mini Grant California State University, Northridge; College of Social and Behavioral Sciences, Fall 2008, 1,500.

External Grants:

- City of Oakland, 2025, \$7,000
- City of Beverly Hills, 2024-2027, \$165,000
- Hilton Foundation 2024-2025, \$100,000
- NSF Grant, 2018, \$530,000 (**applied**)
- Pomona Police Department, 2016, \$5000 (received)
- The John Randolph and Dora Haynes Foundation, 2016, \$146,000
- DOJ, 2016, \$500,000 **applied**
- Charles Koch Foundation, 2016, \$150,000
- Los Angeles City Police Department, 2016, \$30,000
- Los Angeles County Department of Consumer Affairs, Tseng College, 2014, \$95,000 (received)
- Los Angeles County Department of Consumer Affairs, Tseng College, 2013, \$95,000 (received)
- Los Angeles County Department of Consumer Affairs, 2009, \$175,000 (received)
- CSU Commission on the Extended Learning University, 2004 for \$50,000 (received)
- Joint mini-grant from the Center for the Study of Issues in Public Mental Health, 1998 for \$15,000 (received)

CONTRIBUTIONS TO THE UNIVERSITY & COMMUNITY:

Service to the Department:

- Chair of Assessment Committee, URBS department (fall 2012 – Fall 2020)
- Member of URBS Departmental assessment committee (Since Fall 2009-present)
- Member of Master of Urban Planning program planning committee
- Member of URBS Curriculum Committee (since Fall 2010)
- Member of URBS program Review Committee along with Dr. Zeynep Toker and Rob Kent (Fall 2011 – Spring 2012)
- Graduate schools night event coordinator
- Served on diversity and equity representative for the department
- Graduation dinner coordinator
- Extension College Representative for International Studies

9. Service to University and Community

- a. Assisted on MPP and PSM program review
- b. Chaired the search committee for the MPA director and first tenure track faculty search
- c. Member of joint task-force on Human Trafficking for the City of Pomona, (fall 2016-Spring 2017).
- d. Thank you note from President Dianne F. Harrison for representing CSUN and working with Councilwoman Nury Martinez's office on Human Trafficking initiatives, Spring 2016).
- e. Member of joint task-force on Human Trafficking in Los Angeles, Los Angeles Police Department and Pomona police Department. (Spring 2014-Summer 2016)
- f. Presented at the VICA's 28th Annual Business Forecast Conference on "Affordable Housing in Los Angeles", (2016).
- g. Provided lectures to visiting scholars from China for the Institute for Community Health and Wellbeing, (2016).
- h. Statement of Contributions to the University and Community

i. Invited Participation at Professional Events

- i. Member of Los Angeles Police Department Taskforce on Human Trafficking, (Spring 2014-Summer 2016)
- ii. City of Los Angeles, Member of “Civic Innovation Group”, committee on Budget and Innovation Team. Office of Los Angeles Mayor Eric Garcetti
- iii. Los Angeles County, Commission for Public Social Services Committee. Attending monthly meeting.

j. Service to the Department

- i. URBS Equity and Diversity Representative for Part-Time Faculty, (since 2012, 2015, 2016)
- ii. Chair of Assessment Committee, URBS department 2012 (since fall 2012, 2013, 2014, 2015, 2016)
- iii. Member of URBS Departmental assessment committee (Since Fall 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016)
- iv. Member of Master of Urban Planning program planning committee
- v. Member of URBS Curriculum Committee (since Fall 2010, 2014)
- vi. Member of URBS program Review Committee along with Dr. Zeynep Toker and Rob Kent (Fall 2011 – Spring 2012)
- vii. Serving on URBS Departmental assessment committee and chairing the assessment committee for 2011-12 academic year
- viii. Serving on URBS Curriculum Committee
- ix. Serving on URBS program Review Committee along with Dr. Zeynep Toker and Rob Kent

k. Service to CSBS and the University

- Special Assistant to the Interim Dean, Dr. Matt Cahn. Assisting in College wide assessment for all departments, assisting in enrollment management, assisting in part-time faculty entitlement issues (Fall 2017- Present)
- Associate Director of Institute for College of Social and Behavioral Sciences, (Fall 2015-Spring 2017)

- Assessment and Peer Evaluation Committee member MPA program, CSBS, 2013- Present)
- Member of College wide climate committee, CSBS, (2012-2016)
- CSBS Liaison to Tseng College (Since Fall 2012-2015)
- Member of the advisory board for the Center for Southern California Studies (
- Director of Regional and National Partnership and Services with Public Sector (since summer 2012) PLEASE SEE Recommendation Letters and Annual Performance Review from Tseng College
- Chair of CSAC Executive MPA Committee (Since Fall of 2012)
- Academic lead of MPA online program (Since Fall of 2012)
- Securing training contracts in excess of \$250,000 with Department of Consumer Affairs and LADPSS (Since Fall 2010)
- Securing Contract with City of Beverly Hills (Since Fall of 2012)
- Securing contract with City of Southgate (Since Summer of 2012)
- Securing contracts with City of Perris, Riverside County ((Since Fall of 2011)
- Generating revenue of **\$8.3 million** through below activities, increase of \$2 million from last year, closing budget year June 2012.
- Representing the College of Social and Behavioral Sciences as a Director of Public Sector Programs (Summer 2006 – Summer 2012)
- Launch and renewed launch of over 13 cohorts of MPA program off-campus and maintaining 36 cohorts (ending Spring 2012)
- Launch of one PSM cohort off-campus (ending Spring 2012)
- Successfully working with LA Department of Public Social Services and launch of cohorted Master of Social Work (Since fall 2010 – current)
- Planning to launch of 2 MSW cohorts off-campus at Ventura and College of the Canyons (Since fall 2011 – current)
- Launch of MSW online for Fall of 2012

- Launch of MPA online Spring of 2012
- Launched the 2nd Master of Public Policy online program Work (Since fall 2010 – current)
- Launched 2nd Master of Public Administration with specialization in Urban Studies and Planning Graduate Certificate Work (Since fall 2010 – current)
- Managing 7 office employees at the Public Sector Programs (Summer 2008 – Summer 2012)
- Launch of additional nonprofit graduate certificate cohorts (Summer 2008 – Summer 2012)
- Working with GEOG Department, the GIS graduate certificate was approved and it will be launched in Fall of 2013
- Working with Health Administration Department, the graduate certificate linked to the MPA has been approved and ready for launch for Fall of 2013
- Working with Health Administration faculty in preparation and writing of the graduate certificate proposal in Health Policy Management and possible link to the MPP program (Since summer 2010- current)
- Working with Los Angeles County Human Resources Department in designing a graduate certificate to be offered by CSBS in Talent Management and Capacity Building in Public Sector to be approved Fall of 2012 and launch of Spring 2013.
- Representing the College of Social and Behavioral Sciences as a Director of Public Sector Programs
- Launch and renewed launch of over 13 cohorts of MPA program off-campus and maintaining 36 cohorts
- Launch of one PSM cohort off-campus
- Successfully working with LA Department of Public Social Services and launch of cohorted Master of Social Work in fall 2011
- Planning to launch of 2 MSW cohorts off-campus at Ventura and College of the Canyons.
- Launch of MSW online for Fall of 2012.

- Launch of MPA online Spring of 2012
- Launched the 2nd Master of Public Policy online program fall 2011.
- Launched 2nd Master of Public Administration with specialization in Urban Studies and Planning Graduate Certificate.
- Managing 7 office employees at the Public Sector Programs
- Continuous work with LA County assisting them in professional development and training activities
- Launch of additional nonprofit graduate certificate cohorts
- Working with CSBS college Dean and departments of GEOG, URBS and SOC successfully designed, developed and approved Graduate certificate in Sustainability.
- Working with GEOG Department, the GIS graduate certificate was approved and it will be launched in Fall of 2012
- Working with Health Administration Department, the graduate certificate linked to the MPA has been approved and ready for launch for Fall of 2012.
- Working with Health Administration faculty in preparation and writing of the graduate certificate proposal in Health Policy Management and possible link to the MPP program.
- Health Policy Management Graduate certificate has been approved.
- Securing a training contract for CSUN in collaboration with the LA County Department of Consumer Affairs
- Working with Los Angeles County Human Resources Department in designing a graduate certificate to be offered by CSBS in Talent Management and Capacity Building in Public Sector to be approved Fall of 2012 and launch of Spring 2013.