

# Liudmila K. Mikhailova, Ph.D.

## Evaluation & Assessment/Curriculum Development/ M&E Teaching & Training

Senior Evaluation Specialist, Q-Q Research Consultants/ USTDA  
Adjunct professor, GWU GSEHD International Education Program, IEP  
CRDF Global M&E Director (2008-2020, retired)  
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**Professional Interest:** Interested in engaging as a consultant in international program evaluation, assessment, and teaching and training M&E for building human and institutional capacity. Looking for opportunities to apply extensive experience as a senior evaluation professional who carried out multi-country, multifaceted program evaluations with comprehensive understanding of the cross-cultural contexts in which programs operate.

**Summary of Key Qualifications:** An international educator, trainer and evaluation practitioner with 25+ years of experience in international program design, program management and evaluation of diplomacy and foreign assistance programs with in-depth subject-matter knowledge of programs' key focus areas, such as the Bureau of Educational and Cultural Affairs (ECA) public diplomacy professional, academic and youth exchange programs, including International Visitor Leadership Program (IVLP), Fulbright, Regional Scholar Exchange Program (RSEP), Educational Partnership Program (EPP), School Direct Linkages Programs, Junior Faculty Development Program (JFDP), and Youth Ambassadors (YA) Program.

At CRDF Global, I designed and executed or led more than 200 small-scale evaluations, including end-of-training and end-of study tours as well as conducted 21 large-scale evaluations in 35 countries with field work in 21 countries on four continents. Examples of programs evaluated, include Science & Technology Entrepreneurship Development Program (STEP), Global Innovation Through Science & Technology (GIST), Technology Entrepreneurship Development Program (TEDP), Biosecurity Engagement Program (BEP), Chemical Security Program (CSP), Nuclear Security Program (NSP), Corporate Grant Program (CGP), and programs for building human and institutional capacity through research partnerships funded by the U.S. Department of State Bureau of International Security and Nonproliferation (ISN), Corporate Threat Reduction Office (CRT), Office of Weapons of Mass Destruction Terrorism (WMDT), and Office of Export Control Cooperation; Bureau of Oceans and International Environmental and Scientific Affairs, Bureau of European and Eurasian Affairs (EUR/ACE), and DoD Defense Threat Reduction Agency (DTRA), NSF, Global Affairs Canada (GAC), the UK government, Counter Proliferation and Arms Control Centre (CPACC), and King Abdullah University of Science & Technology (KAUST), Saudi Arabia.

As CRDF Global M&E Director, I managed the Monitoring and Evaluation (M&E) capacity building, developed and successfully implemented with Quality Director the M&E Champions' Certification Training Program, trained over 40 M&E designated Champions in our offices in the U.S., Ukraine and Jordan; trained staff on Logic Model designs; developed comprehensive Logic Models for all major programs, including new Cyber Security Program and Export Control and Related Border Security (EXBS) Program; standardized survey instruments based on the Kirkpatrick Four-Level Model to measure training results; trained staff on M&E in Armenia, Georgia, Indonesia, Jordan, Kazakhstan, Qatar, Russia, Saudi Arabia & Ukraine.

### Professional Experience

**George Washington University (GWU), Washington, D.C.**

**July 2007-present**

*Adjunct Professor, Graduate School of Education & Human Development, GSEHD, International Education Program, IEP*

- Teach two graduate courses: *International program evaluation*, and *International Program Design*.

**USTDA (U.S. Trade and Development Agency)/Q-Q Research Consultants**

**August 2020 - present**

*Senior Evaluation Specialist*

- Lead evaluation process of the USTDA project evaluations, assure data quality and review final evaluation reports
- Provide M&E-related services to the team of consultants, including M&E-related trainings

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## CRDF Global

June 2008-March 2020 (retired)

### *M&E Director, Quality Division (Arlington, VA)*

- Developed, implemented and managed the CRDF Global M&E culture and M&E system.
- Designed and executed more than 200 multi-country small-scale evaluations and 21 large-scale multi-country evaluation studies in 35 countries with field work in 21 countries; evaluated numerous biological, chemical and nuclear security programs, research partnerships, and entrepreneurship development programs funded by the U.S. Department of State, NSF, DoD, Global Affairs Canada, the World Bank and private foundations.
- In collaboration with program teams, surveyed thousands of CRDF Global grantees and interviewed more than 800 scientists, students, entrepreneurs and university and institution administrators as well as local government officials.
- Developed and successfully taught a six-module certification training course to build M&E capacity; trained more than 40 M&E Champions in the organizational HQ in Arlington, VA and our international offices in Jordan and Ukraine.
- Developed numerous M&E Plans and Logic Models for all major programs; wrote several dozen evaluation methodologies and designed or supervised the development of hundreds of evaluation survey and interview instruments; conducted numerous needs assessments, formative, summative evaluations and retrospective long-term outcome assessment studies; applied mixed methods of data collection to assure data validity and reliability.
- Conducted numerous case study analyses based on case study methodology/cross-sectional case study analysis.
- Wrote more than 200 evaluation reports to the U.S. government on programs' effectiveness and impacts.

## Selected Large-scale Evaluation Studies/Applied Research

### *Conducted by CRDF Global M&E Director (Programs' value is at \$95+ million)*

- **2019:** U.S. Department of State, Office of Weapons of Mass Destruction Terrorism (ISN/WMDT), Nuclear Forensic Capability Development Program in Armenia, end-of-program, summative evaluation.
- **2016:** DTRA: Defense Threat Reduction Agency, DoD: two-three-year programs: Afghanistan (2 programs, summative evaluations), Georgia (6 programs, formative and summative evaluations), Iraq (2 programs, summative evaluations).
- **2014-2016:** U.S. Department of State Bureau of European and Eurasian Affairs (EUR/ACE), Technology Entrepreneurship program (TEDP) in Russia; multiple evaluations that included end-of-Boot Camp evaluations, follow on evaluation studies, cross-sectional evaluation studies, and end-of-program evaluations (each fiscal year).
- **2015:** World Bank: a three-year technology commercialization program (Kazakhstan); formative and summative evaluations; evaluation findings were included in the WB 2015 Annual report posted on the WB website.
- **2015-2016:** U.S. Department of State Bureau of European and Eurasian Affairs (EUR/ACE) and NSF, Corporate Grant Program (CGP), research partnerships between U.S. and scientists of Eurasia, a retrospective long-term outcome assessment study of the 16-year old program.
- **2014-2015:** U.S. Department of State Bureau of International Security and Nonproliferation (ISN), Bio-Security Engagement Program (BEP): led a one-year evaluation study tasked by the Corporate Threat Reduction Office (CTR) to develop metrics to measure BEP effectiveness and impact globally. The evaluation study included literature review, interviews with BEP Implementing agencies, field work in Indonesia, Mexico, Uganda and the Philippines, and surveying several thousand BEP grantees in 45 countries, delivering a comprehensive BEP Logic Model, a final evaluation report, a Nun Lugar-type score card with metrics and a BEP 100+ page M&E manual.
- **2011-2014:** U.S. Department of State Bureau of Oceans and International Environmental and Scientific Affairs, Global Innovation through Science and Technology (GIST), multiple types of evaluations, including time series design by tracking 100 entrepreneurs, surveying 800+ entrepreneurs and in-country partners in 25 countries, and individual and focus group interviews with selected program participants.
- **2008-2010:** U.S. Department of State Freedom Support Act funding, Regional Experimental Support Centers Program (RESC) that established 21 Centers of Research and Educational Excellence in eight FSU countries; conducted a long-term outcome assessment study of the 12-year old RESC Program.
- **2015, 2012 and 2010:** U.S. Department of State Bureau of European and Eurasian Affairs (EUR/ACE), Science and Technology Entrepreneurship Program (STEP) (Armenia, Azerbaijan, Georgia, Ukraine, Kazakhstan, Kyrgyzstan, Uzbekistan and Tajikistan): Conducted a cross-sectional evaluation study.
- **2009:** McArthur & Carnegie Foundations, Basic Research and Higher Education Program (BRHE): Technology Transfer Office Program (Centers of Research Excellence in 20 Russian universities). Conducted a sustainability study on TTOs.

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## Selected Consultant Work

**2002–present:** U.S. Department of State, Foreign Service Institute, FSI (Arlington, VA)

*Guest speaker*

- Give talks on cross-cultural differences in communication styles and negotiating strategies between the U.S. and the cultures of the Baltic States, Poland, Russia and Eurasia.

**2018-2019:** U.S. Department of State, ECA/U.S. embassy in Paris, France/DCG Communications

*Senior qualitative strategist and an expert on the ECA public diplomacy exchange programs*

- Conducted in a team of consultants numerous evaluations of the 10-year old Youth Ambassadors Program in France with the focus on spillover effects.

**2014-2015:** Under Secretary Office for Public Diplomacy & Public Affairs/Department of State/DCG Communications

*Evaluation consultant*

- Worked in a team of consultants with GDIT on evaluating the “By Appointment Only Information Resource Centers, IRCs” in the U.S. embassies in 40 countries with the case study of the U.S. embassy in Manila, the Philippines.

**2011-2012:** King Abdullah University of Science and Technology (KAUST), Saudi Arabia

*Principal Evaluator/Consultant*

- Conducted a three-day M&E training for KAUST staff in support of building institutional M&E capacity at KAUST.
- Designed and executed evaluations of the Research Partnership Programs (RPP) with field work at KAUST (SA), Woods Whole, MA (USA), Lyon and Paris (France) and Munich (Germany); wrote the final evaluation report and the M&E manual for KAUST.

**2004:** U.S. Department of State, ECA University Affiliation Program/University of Minnesota (Bishkek, Kyrgyzstan)

*Principal Evaluator*

- Conducted end-of-program evaluations of a three-year university affiliation program between University of Minnesota, Osh Pedagogical Institute and Bishkek State University.

**2004:** U.S. Department of State, ECA/MACRO Int., International Visitor Leadership Program, IVLP (Moscow, Russia)

*Consultant*

- Tested and finalized in a team of consultants the IVLP survey instrument for conducting a retrospective long-term outcome assessment study of IVLP effectiveness and impacts in Georgia, Kazakhstan, Russia and Ukraine.

**2003:** U.S. Department of State, ECA Aguirre International (Minsk, Belarus)

*Evaluation Consultant*

- Conducted retrospective long-term outcome assessment studies of six three-year Educational Partnership Programs (EPP) in Belarus between Belarusian and U.S. universities; wrote final evaluation reports.

**2003:** U.S. Department of State, ECA/Aguirre International (Minsk, Belarus)

*Consultant/Evaluator*

- Conducted long-term outcome assessment of the U.S. Department of State-funded Women’s Leadership Development Program (96 NGOs, 1,500 project participants) in six sites in Belarus.

**2003:** MnSCU: The Minnesota State Colleges and Universities system (St. Paul, MN)

*Consultant/Trainer*

- Developed the curriculum and conducted a training workshop for faculty and university administrators from 31 MnSCU System’ colleges and universities on internationalization of higher education through university partnership.

## Other Professional Experience

**2004–2008:** World Learning, Washington, DC - 2005: Nominated by Global Ties as The Programmer of the Year

*Program Officer, U.S. Department of State-funded International Visitor Leadership Program (IVLP)*

- Designed, managed and evaluated IVLP for participants from over 100 countries in more than 30 areas of expertise, including university administration, democracy and local governance, international security and counterterrorism, conflict resolution, civic education, combating trafficking in person, entrepreneurship development among others.

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- Managed a two-year U.S. Department of State Women's Political, Educational, and Economic Development Program for Women Centers' Directors in Afghanistan, trained in-country partners from Kabul on M&E.
- Wrote M&E sections for outgoing proposals for the ECA-funded programs.

### **1998 – 2003: University of Minnesota, College of Education & Human Development (Minneapolis, MN)**

#### *Researcher/Evaluator*

- Worked in an evaluation team at the Institute for Community Integration (ICI) on a nationwide evaluation study to evaluate the role of educational incentives in integrating students with disabilities in the education process.
- Conducted research on the role of U.S. government public diplomacy academic and professional exchange programs in institutionalization of international knowledge to support building civil society in post-Soviet countries.
- Was a cross-cultural communication trainer for on-site orientations for 120 faculty members from 16 countries of Eurasia and the Balkans, participants of the Junior Faculty Development Program (JFDP).
- Was a trainer on internationalization of U.S. universities through exchange and university partnerships for representatives of 37 universities and colleges of the MNSCU system.

### **1992 - 1998: U.S. Embassy, Public Affairs Section, PAS (Minsk, Belarus)**

#### *PAS Director Assistant on Educational & Cultural Affairs – Illustrative responsibilities:*

- Managed a large portfolio of the U.S. Department of State public diplomacy programs, including International Visitor Leadership Program (IVLP), Fulbright, University Affiliations, American Specialists/American Speakers, Direct School Linkages Program as well as American Studies and Civic Education Programs.
- Evaluated follow-on nationwide and regional activities engaging exchange program alumni; drafted about 200 GPRA reports to the U.S. Department of State on effectiveness and impacts of the USG exchange programs.
- Together with PAO, conducted about 400 pre-departure orientations and post-programs briefings with exchange program participants.
- Managed and evaluated the American/British Studies Summer Institutes.
- Was elected as the first president of the USG Exchange Program Alumni Association in Belarus.

**Other past work included being an interpreter of English and German for scientific, state enterprises, and local and state government, university associate professor/head of foreign languages department in Minsk, Belarus.**

## **International Scholarships and Research Grants**

- **2002:** U.S. Department of State/Kennan Institute: a visiting research fellow, Washington, DC.
- **2000 – 2001:** CIEE: Council on International Educational Exchange, won a nation-wide competition to research the CIEE history (1947 to 1994), published the History of CIEE by CIEE, New York, NY.
- **1999:** OSI: Open Society Institute, NYC, a travel grant to evaluate the ECA exchange programs; the findings were selected to be presented as a case study at a EAIE pre-conference workshop Conference, Maastricht, the Netherlands.
- **2000:** CEU: Central European University Summer Institute on Education Policy Analysis, Budapest, Hungary, finalist.
- **2000:** EAIE: European Association for International Education Summer Institute on Strategic Management and Internationalization of Higher Education, Barcelona, Spain, finalist, certificate (June 2000)
- **1996:** U.S. Department of State Regional Scholar Exchange Program, a scholar, University of Minnesota, MN.

## **Selected Courses Taught and Trainings Conducted**

- Theory and practice of program evaluation in the global context
- International program design, internationalization of higher education systems: policies, strategies and approaches
- Logic Model design -- *Theory of Change*
- Evaluation frameworks for measuring long-term results of academic, professional and youth exchange programs
- Evaluation frameworks for evaluating effectiveness and impacts of security programs
- Case study methodology, qualitative research design, qualitative data analysis and tips for a successful report writing
- The art of survey and interview questions' designs

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## Professional Affiliation (selected)

- **ECA** Monitoring & Evaluation Community of Practice, 2020-present, member
- **AEA**: American Evaluation Association, 2006-present, member /**EES**: European Evaluation Society, 2010-present,
- **EAIE**: European Association of International Education, 2001-2007, member
- **CIES**: Comparative and International Education Society, 1998-2008, member
- Minneapolis University Rotary Club, 1999-2002 & Rotary Club of Washington, DC, 2003-2004, Chair of Exchange, 2005

## List of Selected Conference Presentations

### **AEA: American Evaluation Association Annual Conferences' presentations**

- **2017**: Evaluation frameworks for measuring results of science diplomacy programs, Washington, DC
- **2016**: Preparing international evaluation practitioners: innovative approaches and tools in teaching international program evaluation at the graduate school level, Atlanta, Georgia
- **2015**: Building the lasting foundation through international collaboration & partnership, Chicago
- **2014**: Beyond economic indicators: measuring sustainability and sustainable engagement in international innovation & entrepreneurship (I&E) programs, Denver, CO
- **2013**: Measuring results in complex, multifaceted multinational foreign assistance programs, Washington, DC
- **2012**: Measuring engagement and international collaborations in S&T research programs, Minneapolis, MN, USA
- **2011**: Cross-cultural aspects in measuring S&T research programs, Anaheim, CA

### **EES: European Evaluation Society Biennial Conferences' presentations**

- **2014**: Evaluation frameworks for measuring science engagement programs: do we measure it right? Dublin, Ireland
- **2012**: GIST: Fostering International & Regional Engagement and Networking, Helsinki, Finland

### **U.S. Department of State Intergovernmental Annual Conferences on International Program Evaluation**

- **2011**: Evaluation Frameworks for Global Innovation Programs, Washington, DC
- **2010**: Addressing PD through international science collaboration, Washington, DC

## Education

- Ph.D. in Educational Policy and Administration/Comparative and International Development Education; minor in Evaluation Studies, University of Minnesota, Minneapolis, MN, 2003, diploma.
- ABD: Post-graduate study, Comparative International Education, National Institute of Education, Minsk, 1995-1998
- BA and MA in English and German and Area Studies, Minsk State Linguistic University, Belarus, diploma.

## Honors & Awards

- U.S. Department of State Bureau of Educational and Cultural Affairs (ECA) Meritorious Honor Award, January 1995
- White House, Washington, DC, Special Achievement Award, May 1994

## Countries of Field Work, Conference Presentations, Program Evaluations or Visits

Algiers, Azerbaijan, Armenia, Austria, Belarus, Belgium, Bulgaria, Canada, the Czech Republic, Denmark, Greenland and the Faroe Islands -- constituent territory of Denmark, Estonia, France, Finland, Germany, Georgia, Iceland, Ireland, Hungary, Indonesia, Japan, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Mexico, Moldova, the Netherlands, Norway, the Philippines, Poland, Russia, Saudi Arabia, Spain, Sweden, Turkey, Uganda, UK, Ukraine, United Arab Emirates, Uzbekistan, USA

**Language Proficiency** Russian & Belarusian - native; English & German - fluent, diploma; Polish - advanced oral comprehension; Finnish - a beginner, third semester at the Finnish Language Association, Arlington, VA

*References will be provided upon the request*