

Andrew Gluck, M.B.A.

11675 Bennington Woods Rd.

Reston, VA 20194

Career Summary

Mr. Gluck's career began with a decade of experience in the private sector before transitioning into two decades of management consulting work with federal clients to satisfy the requirements of the Government Performance Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010. For both private sector and public sector clients, his focus has always been on a results-oriented approach to developing performance measurement / management systems that meet client objectives.

For private sector clients and employers, Mr. Gluck was able to combine his strengths as a strategic thinker and pragmatic analyst to introduce new tools and processes to drive executive decision-making and employee productivity. Assignments ranged from devising national marketing strategies based on the economic return of solar technology, building models to inform pricing strategies for large utility customers, to constructing a decision-making tool based on principles of expected value and ROI.

Mr. Gluck continues to introduce analytic models and performance measurement systems for his public sector clients to support and encourage data driven decision-making and the use of evidence-based practices to improve results-oriented performance. Mr. Gluck works with leadership at federal, state and local agencies to construct logic models that served as the underpinning of strategic plans, operating plans. He works with clients to develop performance measures that align organizational, departmental, and personal goals and objectives. Mr. Gluck was the principal author of an innovative approach for monetizing outcomes using expected value, then comparing those monetized outcomes to program inputs to calculate the taxpayers' return on investment.

Education

- **M.B.A. | Finance/Marketing** | Carnegie Mellon University, 1985
- **B.A. | Russian Language & Literature** | Brown University, 1978

Employment History

- Social Capital Valuations, LLC – 2015 - Present
- Pacific Institute for Research and Evaluation, Project Director, 2014 – 2015
- Macro/ICF International, Technical Director, 2000 – 2014
- Enterprise Advisory Services, Inc., D.C. Area Operations Manager, 1994 – 2000
- CSR, Inc., Senior Analyst/Consultant, 1992 – 1994
- American Solar Network, Limited, Vice President/Principal, 1989 – 1992
- Putnam, Hayes & Bartlett, Inc., Economic/Financial Analyst, 1987 – 1989
- Westinghouse Credit Corporation, Real Estate Loan Underwriter, 1985 – 1987
- Seiko Corporation, Salesman / Sales Manager, 1978 – 1983

Relevant Professional and Project Experience

Project Experience

Ohio Adolescent Health Centers (January 2017 – Present). Mr. Gluck is coordinating a randomized controlled trial (RCT) evaluation of four sexual risk avoidance curricula that are being taught to junior high and senior high school students throughout the state of Ohio. The pre/post plus three-month follow-up administrations of a survey of 4 intervention groups will be compared against a control group.

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Elizabeth New Life Center (ENLC) (September 2017 – Present). ENLC is the recipient of a grant to educate youth on how to voluntarily refrain from non-marital sexual activity and other youth risk behaviors by teaching youth risk-avoidance skills such as assertiveness and conflict resolution. Other topics include the benefits associated with self-regulation, success sequencing for poverty prevention, healthy relationships, goal setting, and resisting sexual coercion, dating violence, and other youth risk behaviors such as underage drinking or illicit drug use. Mr. Gluck is the principal investigator coordinating the administration of pre/post surveys to determine participants' improvement in knowledge, skills, attitudes and intended behavior subsequent to participation in ENLC's "Go For The Gold" program.

Secondary Analyses of Strengthening Families Datasets for Office of Planning, Research and Evaluation (OPRE), Administration for Children and Families (ACF), Department of Health & Human Services (2014 – 2017). Mr. Gluck had primary responsibility for (1) further refining the ROI model he developed for ACF grantees, (2) implementing the ROI model with data provided by the SHM study, and (3) reporting on the ROI analysis for the SHM study. Based on the findings of this research, a manuscript entitled "The economic benefits of marriage and family strengthening programs" has been accepted for publication in a future issue of Journal of Family and Economic Issues.

Program Evaluation and Return-On-Investment (ROI) Analysis for Relationship and Marriage Education (RME) Programs (2013 – Present). Mr. Gluck has been contracted to conduct program evaluations and ROI analyses of RME programming aimed at high school students and young adults. Pre/post assessment results are used to determine changes in knowledge, skills, and attitudes regarding the topics covered including healthy and unhealthy dating, healthy and unhealthy relationships, bonding, relationships and finances, conflict resolution, marriage and cohabitation. Follow-up surveys and administrative records are used to determine proximal outcomes such as attendance, GPA, advancement, graduation, expulsions, suspensions, disciplinary referrals, drop-outs, pregnancy, STDs, arrests, substance abuse and reports of intimate partner violence. These results are compared against the norm for similar high schools and the differential improvements are used to determine increased earnings for students, increased productivity for employers, increased tax revenue for tax-payers, and the positive health effects and health care savings of pro-social behavior. Probabilities were also used to determine the decreased risk of needing public assistance and involvement with the criminal justice systems. Past and current clients have included: Elizabeth New Life Center, The Ridge Project, Community Marriage Builders, Anthem Strong Families, and The Center for Relationship Education.

Agency for Healthcare Research and Quality (AHRO) sub-contract to AFYA (September 2016 – Present) Mr. Gluck is serving as a senior evaluator on an assignment to summarize the output and impact of grants funded under the Patient Safety portfolio. Special emphasis is being given to those projects with high potential impact in terms of health outcomes and taxpayer return-on-investment.

Heartland Health Centers and CVS Caremark, School-Based Health Clinic (SBHC), Chicago, Illinois (2011 – Present). Mr. Gluck designed the pro forma profit and loss statements, encounter forms, and performance measurement system for a K-12 SBHC at the Kilmer-Sullivan public schools in Chicago, Illinois. Mr. Gluck advised on the types of prevention activities that probabilistically yield the highest return on investment. He helped to design the electronic medical records system that captures the pertinent information about diagnosis of chronic conditions (such as asthma and diabetes), the existence of a chronic condition management plan, tracking of adherence to those plans, and subsequent health outcomes for affected students. The system also tracks treatment for students with behavioral health and mental health diagnoses (at a de-identified aggregate level), and uses attendance records, Freshman On-

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Track, disciplinary referrals and GPA as predictors of future success. Reduction in use of hospital emergency rooms, and higher academic achievement (and graduation rates), are used in determining return on investment.

Return-On-Investment (ROI) for Relationship and Marriage Education (RME) Programs (2013 – 2015). Mr. Gluck worked on three past contracts to assist grantees of the U.S. Department of Health & Human Services' Administration for Children & Families' Healthy Marriage & Responsible Fatherhood Program. For these assignments, Mr. Gluck has developed and enhanced ROI models that estimate program returns on taxpayer investments in RME classes for target audiences that include: high school students, young single adults, engaged couples, married couples, and highly distressed married couples. By researching the marriage status of thousands of couples, Mr. Gluck's team determined that participants in the grantees' programs who were single, married at twice the rate of the general public, and married couples divorced at half the rate of couples in matched comparison groups. To determine the ROI of these RME programs, Mr. Gluck used studies that compare the mental health and physical health of parents and children of intact families versus those of fragmented families, as well as the increased likelihood of greater earnings of parents and children and the decreased likelihood of needing public assistance.

Return-On-Investment (ROI) for the Substance Abuse and Mental Health Services Administration (SAMHSA) (2014 – 2015). Mr. Gluck was responsible for a sub-contract for work with SAMHSA on a pilot project to determine the ROI of four interventions on forty college campuses to enhance the prevention of substance abuse (primarily alcohol and marijuana), and to promote the early detection of substance abuse and mental illness so that students can be referred for treatment before their substance abuse and/or mental illness can have a deleterious effect on their academic achievement, health, health of others, and prospects for a successful future. Deliverables for this project included logic models for each of the four interventions, questionnaires for campus program administrators to determine the status of the needed data capture, and an ROI model for translating behavioral outcome information into the expected value monetary benefits of avoiding the costs of negative consequences and enjoying the benefits of positive consequences of changed behavior.

Strategic Planning, Operational Planning, and Performance Measures for FEMA (2010 – 2014). Mr. Gluck led an effort to support the Federal Emergency Management Agency's (FEMA's) Office of External Affairs (OEA) in the development and implementation of its strategic plan, operating plan, and performance measures for OEA and each of the eight OEA divisions. Mr. Gluck's team initiated the process by studying relevant background documents, and by conducting focus groups and key informant interviews. The synthesis of the information gathered was summarized in a Summary Assessment Report (SAR) that listed goals, objectives, and measures currently in use, as well as all Inputs, Activities, Outputs, and Outcomes relevant to produce a logic model for OEA and each of the eight OEA divisions. Under Mr. Gluck's direction, the team collaborated with OEA staff to construct logic models as a roadmap to describe the role that communication plays in the intended chain of cause-and-effect events in all five phases of the Emergency Management. Senior management then used the logic models to choose the high priority outcomes that were: a) the predominant determinants of success, b) most in need of repair, or 3) the subject of high priority strategic initiatives. We then developed performance measures and sources of data for those high priority outcomes and the associated upstream activities. Mr. Gluck worked with OEA personnel to complete Performance Measurement Definition Forms (PMDFs) that lay out the rationale of the measures, how the data is collected and the methodology for calculating the result.

Agency for Healthcare Research and Quality (AHRQ) sub-contract to AFYA (April 2015 – December 2015). Mr. Gluck worked under the aegis of the AFYA team to produce a retrospective review and a prospective set of recommendations for the future funding, configuration, and operation of AHRQ's

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Centers for Education and Research on Therapeutics (CERTs) program. Patient Safety – including the overuse, misuse, underuse and abuse of drugs – was one of constant themes and over-riding concerns of every stakeholder interviewed for this report.

Agency for Healthcare Research and Quality (AHRQ) contract (October 2008 – 2013). Mr. Gluck served as the work assignment manager for a sub-contract with AFYA, Inc. on a contract with AHRQ called “Measurement Activities in Support of AHRQ Portfolios.” The AFYA team was responsible for working with portfolio managers and the COTR to retire or revamp measures that no longer reflected the portfolios’ activities, and to develop new measures of outputs and outcomes that aligned with AHRQ’s portfolios’ mission and activities. This work included: 1) the review of past annual reports (summarizing past grant awards and successes), and congressional budget justifications as well as discussions with portfolio leaders to determine context; and 2) the review of PowerPoint presentations, white papers, and draft congressional budget justifications (for the next fiscal year) to become familiar with the intended future direction. With this background research and discussions in mind, we worked with portfolio leads – including the portfolio leads for the Patient Safety portfolio – to create logic models which served as the overarching framework for measure development. Our team then worked with those same portfolio leads to develop measures and to document the methodology for gathering data and doing the calculations to determine performance levels.

Outcome Valuation Support for the Division of the Civilian Volunteer Medical Reserve Corps (DCVMRC), Office of the Surgeon General, United States Department of Health and Human Services (December 2012 – 2014). Mr. Gluck worked on an assignment with the federal headquarters of the DCVMRC in its effort to offer tools for data collection and analysis to 2,000 local Medical Reserve Corps (MRC) units so that the outcomes of their volunteer activities may be monetized. MRC volunteers include medical and public health professionals, as well as others interested in strengthening the public health infrastructure and improving the preparedness and response capabilities of their local jurisdictions. MRC units identify, screen, train and organize the volunteers, and utilize them to support routine public health activities and augment preparedness and response efforts. Historically, any attempt to value the contributions of MRC volunteers relied upon valuing the provision of their labor by multiplying a commonly accepted rate per hour times the number of hours served. The purpose of the assignment under Mr. Gluck’s guidance was to develop a model that values the **outcomes or results** associated with the provision of MRC labor, as opposed to valuing MRC labor itself.

U.S. Department of Health and Human Services, Administration for Children & Families (ACF) (May 2008 – 2013). Mr. Gluck provided performance measurement support for three grant programs sponsored by ACF, including the Community-Based Abstinence Education, Healthy Marriage, and Responsible Fatherhood Initiatives. Mr. Gluck was one of the principal developers of a tool that allows grantees to approximate the return on investment generated by their programs. Grantees use ROI data to bolster the case for continued funding.

United States Department of Education, Office of Postsecondary Education, International and Foreign Language Education (ED IFLE) support for evaluation contract as a subcontractor to Berkeley Policy Associates (September 2011 – 2013). Mr. Gluck led a series of meetings with ED IFLE leadership and program managers to draft program-specific and ED IFLE office-wide logic models to provide a common construct for developing outcome-oriented performance measures. Mr. Gluck then worked in collaboration with ED IFLE leadership and program managers to draft GPRA measures that were recently approved by OMB. Mr. Gluck also worked in collaboration with ED IFLE leadership and program managers to write guidance for applicants and grantees for constructing project-specific measures and in complying with data calls for the OMB approved measures.

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ED Office of Safe and Drug-Free Schools (OSDFS) Supporting Readiness and Emergency Management for Schools (REMS) (September 2007 – August 2010). Mr. Gluck served as a task manager, and then served in an advisory capacity on a contract with OSDFS supporting REMS program. His role on this contract was to analyze and write a report summarizing grantees' final reports and emergency management plans. The findings and recommendations from those reports helped to redefine program priorities. Additionally, Mr. Gluck worked on the rewording of the REMS program's GPRA indicators so that they are better defined and more measurable with objective criteria that will help program management drive grantee performance.

ED Office of Safe and Drug-Free Schools (OSDFS) Technical Assistance and Reporting Center (July 2008 – 2012). Mr. Gluck was the subcontract manager on another contract with OSDFS that was devoted to assisting the states, the District of Columbia, and the U.S. territories report on youth alcohol-, drug-, violence-, and gun-related behaviors in support of the Consolidated State Performance Report and the Gun-Free Schools Act. The project team, under Mr. Gluck's direction, assembled and analyzed data, then wrote performance reports mandated by Congress, the Office of Management and Budget (OMB), and internal ED management.

ED GPRA Support for the Office of the Chief Financial Officer (June 2007 – April 2014). Mr. Gluck managed this contract with ED's OCFO. In that capacity, Mr. Gluck received assignments from the COTR, and worked with ICF and subcontractor staff to devise strategies to meet client expectations. Mr. Gluck oversaw the preparation of the monthly report, monitored the budget, and reallocated staff hours and other resources as needed. Mr. Gluck was instrumental in improving the content and format of ED's Annual Performance Report (APR), the Agency Financial Report (AFR), the Summary of Performance and Financial Information (SPFI).

U.S. Department of Labor, Employment and Training Administration (ETA) (2010 – 2013). Mr. Gluck was the performance measurement / data collection and reporting manager for the "Pathways Out of Poverty" grant. In that capacity Mr. Gluck worked with case workers at four local sites to design and implement the data collection system that satisfied the DOL reporting requirements and maximized benefit to the case workers as a management tool.