

## BRAD R. WATTS, PH.D.

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### EDUCATION

Western Michigan University, Kalamazoo, MI

**Ph.D, Interdisciplinary Evaluation**

2011

Focus Areas: Methodology, statistics, policy. Advisors: David Hartmann, Kevin Hollenbeck  
Michael Scriven.

Western Michigan University, Kalamazoo, MI

**BBA, Business/Economics**

2001

### PROFESSIONAL EXPERIENCE

The Evaluation Center, Western Michigan University, Kalamazoo, MI

**Assistant Director**

2015 – Present

Assistant Director handling both administrative and evaluator roles for a university-based evaluation center. Duties include obtaining grants and new business, development of collaborative partnerships with faculty researchers, research design, analysis, report authorship and presentations, graduate student advising, project financial management, and oversight of research staff.

Center for Human Services Research, University at Albany (SUNY), Albany, NY

**Senior Research Scientist and Assistant Research Professor**

2012 – 2015

Responsible for all aspects of evaluation and research projects for a multidisciplinary University Center. Duties include obtaining grants and new business, research design, analysis and lead report authorship, implementation of surveys, oversight of junior research staff, and serving on the Center's administrative leadership team.

The W.E. Upjohn Institute for Employment Research, Kalamazoo, MI

**Regional Analyst**

2006 – 2012

Conduct research on regional economic topics, evaluate programs, co-author of quarterly publication on the West Michigan economy, conduct fiscal analysis and economic impact analysis for business and local government, report authoring, presentations on the local economy and on study results for audiences of business, governmental, and community leaders.

The W.E. Upjohn Institute for Employment Research, Kalamazoo, MI

**Assistant Regional Analyst**

2001 – 2006

Conduct quantitative analyses, manage large datasets, economic forecasting and impact analysis, co-author research reports, presentations on regional economic topics.

### RECENT MAJOR CONTRACTS AND GRANTS

**University of Michigan (Research University Alliance, 2021-2024).** Role: Principal Investigator.

Evaluation of program activities for a nine-university alliance. Prime sponsor is the National Science Foundation Alliances for Graduate Education and the Professoriate (AGEP) program.

**Indiana State University (2018-2023).** Role: Principal Investigator. Evaluation of a large college mentoring program funded by a U.S. Department of Education, SIP grant.

**U.S. Centers for Disease Control (2020).** Role: Co-PI. Evaluation services for the Information Exchange between Healthcare Sector and Public Health pilot program.

**Battle Creek Community Foundation (2018-2019).** Role: Principal Investigator. Evaluation of the Kalamazoo – Battle Creek Trauma Resiliency Project.

**Michigan Supreme Court, State Court Administrative Office (2016-2018).** Role: Principal Investigator. Evaluation of restorative practices programming in secondary educational system.

**ONEplace (2016-2018).** Role: Principal Investigator. Evaluation of all program activities of ONEplace, a foundation-supported initiative for nonprofit leadership and professional development.

**Central Michigan University (2016-2017).** Role: Principal Investigator. Evaluation of a STEM professional development program for K-8 teachers. Part of a Michigan Department of Education, Improving Teacher Quality grant.

**Delaware State University (2015-2020).** Role: Principal Investigator. Evaluation of Delaware State University's Optics for Space Technology and Applied Research Center, a NASA grant-funded project.

**Delaware State University (2015-2018).** Role: Principal Investigator. Evaluation of Delaware State University's NSF-funded Center for Optical Center for Research and Education in Optical Sciences and Applications.

**Indiana State University (2015-2019).** Role: Co-PI. Evaluation of the Accelerating College Completion Through Academic Mindset program at Indiana State University.

**International Labour Organization (2015-2016).** Role: Principal Investigator. Metaevaluation study of evaluations conducted on ILO development projects during 2014-2015.

**New York State Office for People with Developmental Disabilities (2014-2015).** Role: Principal Investigator. Funding to conduct a validity Study of the CAS, a new client assessment tool developed by NYS for use with the developmentally disabled adult population.

**NYS Office of Victim Services (2015).** Role: Principal Investigator. Part of a joint U.S. Department of Justice award to develop and improve a victim legal services network. In charge of leading needs assessment and research activities intended to identify service gaps in the current system in New York outside of New York City.

**City of Albany and Albany Law School (2015).** Role: Principal Investigator. Contract to conduct a formative evaluation of the Albany Citizens' Police Review Board and to identify benchmark measures for tracking future board process and outcomes.

**New York State Office of Children and Family Services (2011-2015).** Role: Joint Investigator. Implementation of a random control assessment of the Healthy Families New York program supporting a 15-year study update with participants from the original trial cohort. Research focus on outcomes related to education and income, as well as cost-benefits analysis.

**U.S. Department of Justice, Office of Justice Programs, Office for Juvenile Justice and Delinquency Prevention (2013-2014).** Role: Principal Investigator. Grant funding to conduct an evaluability assessment for the Youth-Police Initiative.

**Albany County (2012-2013).** Role: Principal Investigator. Contract to evaluate the process and operations of the Albany County Department of Children, Youth, and Families.

**SEED Program (2012-2013).** Role: Principal Investigator. Contract and foundation grant to evaluate the Small Enterprise Economic Development (SEED) program.

**New York State Office for People with Developmental Disabilities (2012).** Role: Principal Investigator. Project to assess the burnout of front-line workers in the NYS disability services system.

## ACADEMIC PUBLICATIONS

- Watts, B. R. & Robertson, K. Forthcoming. Impact of Established Restorative Practices in an Urban High School Environment. *Conflict Resolution Quarterly*.
- Watts, B.R., Schroeter, D.S., & Brez, C. April 2019. *Preliminary Evaluation Results from a Study of a Brief Growth Mindset Intervention for College Students*. Paper presented at the annual meeting of the American Educational Research Association, Toronto, Ontario.
- Watts, B.R., Schroeter, D.S., & Behrendt, L. April 2019. *Preliminary Evaluation Results from a Study of a Growth Mindset Professional Development Intervention for College Instructors*. Paper presented at the annual meeting of the American Educational Research Association, Toronto, Ontario.
- Watts, B.R. & Washington, H.M. 2016. Adaptation and use of a five-task model for evaluability assessment. *Journal of MultiDisciplinary Evaluation*, 12(27), 67-78.
- Watts, B.R. February 2016. Quality Assessments of ILO Project Evaluations: What are the next steps to better evaluations? *iEval Think Piece*, 10.
- Miesing, P., **Watts, B.**, Siegel, D., & Briar-Lawson, K. 2015. Lessons on microenterprise development from a university-based microlending development program. In Audretsch, D.B., Link, A.N., & Walshok, M. (eds.) *Oxford Handbook of Local Competitiveness*. Oxford, UK: Oxford University Press.
- Watts, B. et al. 2011. What should EDA fund? Developing a model for preassessment of economic development investments. *Economic Development Quarterly*, 25, 65-78.
- Erickcek, G.A. & **Watts, B.R.** 2009. How can a community respond to the economic downturn? *Employment Research*, 16(3), 10.
- Watts, B. 2007. Understanding opportunity costs: A response to Scriven's 'The Economist's Fallacy.'" *Journal of Multidisciplinary Evaluation*, 5(10), 89-92.

## RESEARCH AND TECHNICAL REPORTS

- Watts, B. R. & Schroeter, D. C. October 2020. 2019-2020 Annual Evaluation Report on Indiana State University's SMART Program. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Schroeter, D.C. & **Watts, B.** December 2019. Final Report: External Evaluation of Indiana State University's DOE FIPSE FITW "Accelerating College Completion through Academic Mindset (ACCAM)" Project. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B.R. & Robertson, K. February 2019. Evaluation of the Use of Restorative Practices to Reduce School Truancy and Suspensions. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B.R. & Nichols, J. November 2019. Evaluation of the Kalamazoo – Battle Creek Resiliency Project: Creating a Trauma-Resilient Community. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B.R. & Nichols, J. January 2019. Evaluation for ONEplace @KPL. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B.R. & Nichols, J. September 2018. Evaluation of Delaware State University's Optics for Space Technology and Applied Research Center. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B.R. & Nichols, J. August 2018. Final Project Report: Evaluation of Delaware State University's Center for Research Excellence in Optical Sciences and Applications (CREOSA)

at the Optical Science Center for Applied Research (OSCAR). Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R. & Becho, L.W. May 2018. An Evaluation of SRSLY Dexter & Stockbridge. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R. January 2018. Revised Annual Report: Evaluation of Delaware State University's Center for Research Excellence in Optical Sciences and Applications (CREOSA) at the Optical Science Center for Applied Research (OSCAR) (rev.). Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R., Means, S.N., & Perk, E. 2017. 2017 Evaluation Report: MSU Toolbox Dialogue Initiative. [Technical evaluation report, summary results sheets, and slide deck]. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R. October 2017. Evaluation of Professional Development for K-8 Teachers. [Report on Michigan Department of Education Title II Improving Teacher Quality grant at Central Michigan University.] Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R. October 2017. Evaluation of Delaware State University's Center for Research Excellence in Optical Sciences and Applications (CREOSA) at the Optical Science Center for Applied Research (OSCAR). [Annual update report] Kalamazoo, MI: Western Michigan University, Evaluation Center.

Schroeter, D.C., **Watts, B.**, & Fiekowsky, E. October 2017. 2017 Annual Report: External Evaluation of Indiana State University's DOE FIPSE FITW "Accelerating College Completion through Academic Mindset (ACCAM)" Project. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R. October 2016. Evaluation of Delaware State University's Center for Research Excellence in Optical Sciences and Applications (CREOSA) at the Optical Science Center for Applied Research (OSCAR). Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B.R. & Fiekowsky, E.L. October 2016. Evaluation of Delaware State University's Optics for Space Technology and Applied Research Center. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Schroeter, D.C., **Watts, B.**, Robertson, K. N., Greenman III, G.D., & Fiekowsky, E. October 2016. 2016 Annual Report: External Evaluation of Indiana State University's DOE FIPSE FITW "Accelerating College Completion through Academic Mindset (ACCAM)" Project. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Schroeter, D.C., **Watts, B.**, Robertson, K. N., & Greenman III, G.D. September 2016. Accelerating College Completion through Academic Mindset: Year 3 Monitoring and Evaluation Plan. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Schroeter, D.C., **Watts, B.**, Robertson, K. N., & Greenman III, G.D. May 2016. "Thrive" – ISU Professional Development: Feedback from the Faculty Interviews and Surveys External Evaluation of Indiana State University's DOE FIPSE FITW "Accelerating College Completion through Academic Mindset (ACCAM)" Project. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Schroeter, D.C., **Watts, B.**, Robertson, K. N., & Greenman III, G.D. March 2016. Accelerating College Completion through Academic Mindset: Year 2 Monitoring and Evaluation Plan. Kalamazoo, MI: Western Michigan University, Evaluation Center.

Watts, B., Coryn, C., Fiekowsky, E.L., Wilson, L.N., Mateu, P. January 2016. Quality Assessment Brief: Analysis of Evaluation Manager Certification Programme Impact on Quality and

- Practice. Evaluation Center Report to the International Labour Organisation. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B., Coryn, C., Fiekowsky, E.L., Wilson, L.N., Mateu, P. January 2016. Quality Appraisal of ILO Project Evaluations. Evaluation Center Report to the International Labour Organisation. Kalamazoo, MI: Western Michigan University, Evaluation Center.
- Watts, B. & Barnes, C. 2015. Evaluation and Benchmarking Plan for the Albany Citizens' Police Review Board. CHSR Research Report.
- Watts, B. & Washington, H. 2014. Evaluability Assessment of the NAFI Youth & Police Initiative Training. CHSR Research Report for the U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.
- Watts, B. 2013. A Study of Integrated Services for Children in Albany County. CHSR Research Report for Albany County, NY County Executive's Office.
- Watts, B. 2012. Evaluation of the Small Enterprise Economic Development (SEED) Program. Albany, NY: CHSR Research Report.
- Watts, B. & Horan, S. 2012. Results of the 2012 OPWDD Employee Survey. CHSR Research Report for NYS Office for People with Developmental Disabilities.
- Watts, B. 2012. Results of the Adirondack Regional Health Network Survey. CHSR Research Report for the Adirondack Regional Health Network.
- Erickcek, G.A., Watts, B.R., Ledebur, L., Robey, C., Shimek, D, O'Brien, K., Batson, A., Robey, J., Duritsky, J., & Merik, K. 2011. An Assessment of EDA's Partnership Planning Program. Kalamazoo, MI: Upjohn Institute.
- Erickcek, G. & **Watts, B.** 2006-2011. Business Outlook. Kalamazoo, MI: Upjohn Institute. [Ongoing co-authorship of quarterly publication]
- Watts, B.R. 2011. Economic Impact of Kalamazoo College. Upjohn Institute Research Report.
- Watts, B. & Erickcek, G. 2010. Design and Economic Growth in West Michigan. Upjohn Institute Research Report.
- Erickcek, G., Timmeney, B., Pittelko, B., & **Watts, B.** 2010. Talent 2025: Assessment of the West Michigan Talent Development System.
- Hewat, N., Hollenbeck, K., **Watts, B.**, et al. 2009. Nurturing America's Growth in the Global Marketplace through Talent Development: An Interim Report on the Evaluation of Generations II & III of WIRED. Public Policy Associates and Upjohn Institute report to U.S. Department of Labor, ETA.
- Watts, B., Erickcek, G., Duritsky, J., O'Brien, K.E., Robey, C., & Robey, J. 2009. What should EDA fund? Developing a model for pre-assessment of economic development investments. Upjohn Institute Staff Working Paper No. 09-155.
- Erickcek, G., Timmeney, B., Pittelko, B., & **Watts, B.** 2009. Social and Economic Indicators Typifying the Community's Health. Upjohn Institute Research Report for the Kalamazoo Community Foundation.
- Erickcek, G., Klerk, S., & **Watts, B.** 2008. Review of the Davenport Promise Concept. Upjohn Institute Research Report.
- Erickcek, G., Timmeney, B., & **Watts, B.** 2008. Calhoun County Baseline Study Committee: Recommended Indicators and Baseline Data Report. Upjohn Institute Research Report for the Calhoun County Casino Baseline Study Committee.

- Erickcek, G.A. & **Watts, B.R.** 2008. Economic Impact of Kalamazoo-Battle Creek International Airport. Upjohn Institute Research Report.
- Watts, B. & Erickcek, G. 2008. Labor Market Profile of the Central Area Michigan Works Region. Upjohn Institute Research Report.
- Erickcek, G., Preuss, J., **Watts, B.**, et al. 2008. Comprehensive Study of Regionalism: Tools for Comparison and Evaluation. Upjohn Institute Research Report to the U.S. Department of Commerce, Economic Development Administration.
- Erickcek, G.A. & **Watts, B.R.** 2008. Economic Impact of Proposed Harbor Shores Development. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2007. Emerging Industries: Looking Beyond the Usual Suspects. Upjohn Institute Research Report.
- Watts, B.R., Erickcek, G.A., Stotz-Ghosh, S., & Timmeney, B. 2007. Economic Scan and Workforce Development Profile: Barry, Branch, Calhoun, Kalamazoo, and St. Joseph Counties. Upjohn Institute Research Report.
- Watts, B.R. 2007. Michigan Socioeconomic Conditions and Trends: West Michigan Compared to East Michigan. Upjohn Institute Research Report for Borgess Health Group.
- Erickcek, G.A. & **Watts, B.R.** 2007. Economic Impact of Grand Valley State University. Upjohn Institute Research Report.
- Erickcek, G. & **Watts, B.R.** 2007. Market Gap Analysis for the Greater Grand Rapids Area. Upjohn Institute Research Report.
- Bartik, T., Erickcek, G., Huang, W., & **Watts, B.** 2006. Michigan's Economic Competitiveness and Public Policy. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2006. Berrien County 2005 to 2015 Economic Forecast: Final Report. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2005. Arts and Cultural Activities and the Michigan Economy. Upjohn Institute Research Report.
- Breisach, R.A., Erickcek, G.A., & **Watts, B.R.** 2004. Results and Recommendations of Water and Wastewater Affordability Study. Upjohn Institute Research Report for the City of Kalamazoo Department of Public Services.
- Erickcek, G.A., Timmeney, B., & **Watts, B.** 2004. Benefit-Cost Analysis of the SOURCE. Upjohn Institute Research Report for the Delta Strategy at Grand Rapids Community College.
- Erickcek, G.A., Timmeney, B., & **Watts, B.** 2004. Gap Analysis of the Current Financial Services Network in Calhoun County. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2003. Benchmarking Study of the Small Business Environment in Saginaw County. Upjohn Institute Research Report for Saginaw County Vision 2020 Entrepreneur & Small Business Committee.
- Watts, B. 2003. Economic Impact of State Farm Insurance's Michigan Operations Center on the Marshall Area and Calhoun County. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2003. An Economic Development Benchmarking System for Rural Michigan. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2003. Quality of Life and Diversity in the Benton Harbor Metropolitan Area: Findings and Suggestions in Attracting Professional Workers. Upjohn Institute Research Report for Cornerstone Alliance.

- Erickcek, G.A. & **Watts, B.R.** 2001-2003. The Benton Harbor Area Benchmarking Study. Upjohn Institute Research Report [annual report to Cornerstone Alliance.]
- Erickcek, G.A. & **Watts, B.R.** 2002. Economic Analysis of the Calhoun County Economy: What Needs to be Done for the Future? Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2001. Economic Impact of Pharmacia on Kalamazoo County. Upjohn Institute Research Report.
- Erickcek, G.A. & **Watts, B.R.** 2001. St. Joseph County Benchmarking Study. Upjohn Institute Research Report.

## SELECT INVITED PRESENTATIONS

- A Workshop on Scaling: How to Expand the Reach of Your AGEP Programming Across Departments, Institutions, or Beyond Your Alliance*  
(with Patt, C. & Gonzalez, J.)  
AGEP National Research Conference, virtual 2021
- The Program Evaluation Standards: Bridging Real and Ideal Evaluation Practice.*  
(with Wingate, L.)  
Annual conference of the Canadian Evaluation Society, Halifax, NS 2019
- Bridging Evaluation Theory and Practice: The Case of Growth Mindset.*  
(with Schröter, D.C.)  
Annual conference of the Canadian Evaluation Society, Halifax, NS 2019
- Preliminary Evaluation Results from a Study of a Brief Growth Mindset Intervention for College Students.*  
(with Schröter, D.C., & Brez, C.)  
Annual conference of the American Educational Research Association, Toronto, ON 2019
- Preliminary Evaluation Results from a Study of a Growth Mindset Intervention for College Instructors.*  
(with Schröter, D.C., & Behrendt, L.)  
Annual conference of the American Educational Research Association, Toronto, ON 2019
- Evaluation Standards and Competencies for Resilient Societies: The Role & Future of Standards in North America.*  
Biannual conference of the European Evaluation Society, Thessaloniki, Greece 2018
- Great Evidence, Lousy Findings: Why Methods-Based Evaluation Approaches Might Hinder Effective Program Development.*  
(with Schröter, D.C.)  
Annual conference of the Association for Public Policy Analysis and Management, Chicago, IL 2017
- Design Clashes: How do we handle tensions between program and evaluation designs?*  
(with Schröter, D.C.)  
American Evaluation Association annual conference, Atlanta, GA 2016
- Evaluating the Translational Potential of NIDA-Funded Behavioral Clinical Trials*  
(with Magura, S.)  
American Evaluation Association annual conference, Atlanta, GA 2016
- Why Evaluability Assessment? Examples from Three Real-World Settings*  
American Evaluation Association annual conference, Denver, CO 2014
- Collecting and Using Cost Data in the Orange County System of Care*  
American Evaluation Association annual conference, Washington, DC 2013

<i>Methodological Issues in Evaluating Large-Scale Regional Economic Development Initiatives</i> American Evaluation Association annual conference, Anaheim, CA	2011
<i>Economic and Demographic Trends for Kalamazoo County and Beyond</i> Presentation to Leadership Kalamazoo, October 20, 2011	2011
<i>Economic Update: What's Next for the West Michigan Economy?</i> Presentation to meeting of Kalamazoo Area Labor Management	2010
<i>Kalamazoo County Demographics and Economic Trends</i> Presentation to Leadership Kalamazoo, October 21, 2009	2009
<i>Kalamazoo County Demographics and Economic Trends</i> Presentation to visiting Russian delegation, Colleagues International	2009
<i>Development of an Evaluation Model for Regional Economic Development</i> American Evaluation Association annual conference, Baltimore, MD	2007

## LEADERSHIP POSITIONS, MEMBERSHIPS AND AWARDS

National Science Foundation, IGE review panelist	2019, 2020
Chair, Joint Committee on Standards for Educational Evaluation	2017-present
Vice Chair, Joint Committee on Standards for Educational Evaluation	2016-2017
Representative, Joint Committee on Standards for Educational Evaluation	2015-2016
Western Michigan University Academic Leadership Academy	2016-2017
American Evaluation Association	2006-present
Leadership Kalamazoo	2005
Regional Steward Award, Regional Leadership Alliance West Michigan	2004-2005