

SHELDON GEN

Public Administration Program, San Francisco State University, 835 Market Street, San Francisco, 94103;
415-817-4458 (office); sgen@sfsu.edu

EDUCATION

Georgia Institute of Technology, Atlanta 2004
Ph.D. in Public Policy

- Dissertation: "Meta-Analysis of Environmental Valuation." Bryan Norton, advisor. Funded in part by the U.S. Environmental Protection Agency's National Network for Environmental Management Studies (NNEMS) program and the Georgia Chapter of the Air & Waste Management Association.
- Fields of study: environmental policy, policy analysis and research methods.

University of Southern California, Los Angeles 1995
M.P.A. in Public Administration

- Fields of study: international development, organization behavior, management.

California Polytechnic State University, San Luis Obispo 1990
B.S. in Civil Engineering

- Fields of study: water resources engineering, transportation engineering.
- Minor in public administration.

PROFESSIONAL EXPERIENCE

San Francisco State University 2003 – present
*Lecturer (2003-2005), Assistant Professor (2005-2011), Associate Professor (2011-present),
Program Director (2012-2015)*

- Appointed to the School of Public Affairs & Civic Engagement, with additional courses taught in the doctoral program in Educational Leadership.

Undergraduate courses (5)

Public Policy Process
Policy Analysis
Public Administration
Environmental Law and Policy
Environmental Impact Assessment

Continuing education courses (3)

Teachers Leadership Institute I
Teachers Leadership Institute II
Performance Measurement & Program Evaluation

Graduate courses (7)

Policy Process and Civic Engagement
Policy Analysis
Program Evaluation
Design and Consumption of Research
Applied Data Analysis
Environmental Policy
Capstone in Public Administration

Doctoral courses (3)

Performance of Educational Organizations
Policy, Law, & the Political Economy of Education
Quantitative Analysis in Education

- Services to campus:

Public Administration Program Director (2012-2015)

- Managed graduate program offering the MPA degree and two certificates; coordinated 5 full-time faculty members, several part-time members, and staff in delivering the curriculum; scheduled courses, managed budgets, and supervised staff.
- Planned and implemented program events including student recruitment efforts, career development workshops, and graduation; partnered with local chapters of ASPA and PAA to host social, educational, and professional events.
- Led the MPA program through reaccreditation with NASPAA.

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- Developed a sustainable plan to deliver the MPA program at the downtown campus; led the hybridization of half the curriculum to meet student demands; consolidated program space to lower costs.
- Partnered with San Mateo County in the development of a fellowship for MPA graduates. Began the annual recruitment in 2015.

Standing committees (9):

- University Budget Committee (2016-2019)
- Academic Senate (2015-present): Elected by the College of Health and Social Sciences; Student Affairs Committee (2015-2016); Strategic Initiatives Committee (2016-present).
- Graduate Council (2013-2016): Represented the College of Health and Social Sciences in this university committee that advises the Dean of Graduate Studies and the Academic Senate on graduate curricula and policies.
- Retention, Tenure, and Promotion (RTP) Committee – School of Public Affairs & Civic Engagement (2012 – present): participated in annual reviews for faculty retention and tenure during a period in which the school had 7 probationary faculty.
- Executive Committee of the Ed.D. in Educational Leadership program (2010-2012, 2014-present)
- College of Behavioral and Social Sciences' (BSS) Methods and Technologies Committee (2004 - 2011): advised the Dean on college issues related to computing, teaching technologies, and research courses.
- Emergency Voluntary Employee Network (2004-2009).
- Environmental Studies Steering Committee (2006-2008)
- Public Research Institute Advisory Board (2008-2009)

Ad hoc committees (6):

- University Corporation Holloway Revitalization Review Committee (2016)
- Provost's committee to review the Ed.D. program, co-chair (2016)
- Campus judge for the CSU Student Research Competition (2015)
- Administrative Review Committee for Dean Joel Kassiola (Spring 2010): collected and analyzed campus and community evidence and input on the performance of the Dean; reported to the Provost.
- Focus the Nation planning committee (Spring 2007-Spring 2008): organized campus wide participation in the national teach-in on global climate change.
- BSS Building Committee (Spring 2005): developed conceptual plans for a new college building.

Faculty and administrative search committees (9):

- Dean of the College of Health and Social Sciences (Fall 2015)
- Associate Vice President of Fiscal Affairs (Fall 2014 – Spring 2015)
- University Provost search (Fall 2008 - Spring 2009): served as the only junior faculty member in this committee; conducted a nation-wide search; collected and analyzed feedback from the campus community; reported to the President.
- 4 Public Administration searches (2 in Fall 2006, Fall 2007, Spring 2009): chaired the 2009 committee that resulted in the hiring of a faculty member focused on public finance.
- Environmental Studies search (Fall 2006).
- Environmental Studies Director search (Fall 2004 - Spring 2005): resulted in the first externally hired director of the young program, after 2 prior committees' unsuccessful searches.

Workshops and guest lecturers (numerous):

- Gen, S. (2015). Using your teaching assignments to advance your research. "Teach to Learn" SFSU Faculty Retreat, January 22, San Francisco.
- Invited to lecture and conduct workshops on topics related to public policy; these include engagements with BSS 275 (Fall 2004 on Presidential elections, Fall 2006 on California elections, Fall 2010 on California elections), several delegations from China (2007-present), and delegations from the University of Seoul (Winter 2008, Winter 2009).

Student fellowship sponsorship (9):

- Presidential Management Fellowship (Fall 2004 - 2010): conducted recruitment and preparatory workshops; 6 MPA graduates have been selected to the fellowship during this span.
- California State University's Sally Casanova Pre-Doctoral Fellow (Spring 2004 - Summer 2006): sponsor for Rocco Pendola (\$3,000), who entered a Ph.D. program at UC Irvine.

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- Pell Institute Study of Opportunity in Higher Education research grant (Spring 2004): faculty sponsor for Thomas Wei (\$3,000) and Jennifer Gleason (\$3,000).

Doctoral dissertation committees (13) (*served as chairperson):

- *Sirihekaphong, Supinda (2016). Resurfacing Race: Recruitment and Retention of Faculty in California Community Colleges.
- *Balgas, Diana (2014). Predicting Factors in Baccalaureate Degree Attainment Among Latin@ College Students.
- *Drescher, Thomas (2014). The Impacts of Differential Resources in California Basic Aid Elementary School Districts.
- *Adediji, Lael (2013). Transfer Students: Actions for Success and Perceived Institutional Support.
- Felbinger, Jackie Vo (2013). Examining the Association Between District Size and the Opportunity Gap: A Mixed Methods Study.
- Robinson, Damien (2013). Out of the Mouths of Babes: Hope and Hopelessness in Middle School Students of Color.
- *Andrew, Lisa (2012). Professional Development that Prepares Administrators to Lead Organizational Change that Narrows the Achievement Gap.
- *Knapp, Jeanne (2012). An Analysis of Environmental Sustainability Instruction in California Public High Schools.
- *Mukherjee, Deepa (2012). Implementation & Impact of State-Mandated Interventions for Schools in Program Improvement.
- Stebbing, Lygia (2012). Supporting Diversity in the Early Childhood Workforce.
- Myers, Susan (2011). Community College Counseling, Student Education Plans, and Educational Outcomes: A Quantitative Analysis.
- Reimer, Michael (2011). An Investigation into the Efficacy of the Algebra Project.
- *Harris, Matthew (2010). Impactful Student Learning Outcomes of One-to-One Laptop Programs at Low Socioeconomic Schools.

- Services to community:

Boards and committees (7):

- Mandela Washington Fellowship for Young African Leaders – selection committee (2016)
- Loma Vista Immersion Academy – Local Control Accountability Plan (LCAP) Advisory Committee (2015-present): advised a public elementary school on budgetary planning and accountability under California’s new funding structure.
- Funding the Next Generation – Advisory Board and consultant (2013-present): advised a nonprofit organization founded by Margaret Brodtkin that assists local and county governments in establishing dedicated public funding for effective services for children, youth, and families.
- Bert & Phyllis Lamb Prize in Political Science (2014-2016)
- Sonoma Marin Area Rail Transit (SMART) - Community Advisory Committee on Petaluma station planning (2011-2013)
- City of Petaluma - Transit Advisory Committee (2010 – 2014): appointed by City Council to advise on transit issues and coordination with the new regional rail transit system.
- Northern California Peace Corps Association, board of directors (2004 – 2006).

Association leadership (2):

- Western Political Science Association: served as section chair for public policy, reviewing proposals and organizing panels for the national research conference (2012).
- American Society for Public Administration, San Francisco Bay Area chapter, board of directors (2004 – 2009): developed, organized, and implemented three Bay Area MPA tournaments, a collegial competition of MPA students from Bay Area universities; developed new events in empirical research, policy analysis, and performance measurement; sponsored 2 student co-authors to present at the ASPA annual research conference.

Peer reviews

- Fellowship applications for the Association for Institutional Research (2012, 2013).
- Book proposals for Lyceum (2013), Wiley/Jossey-Bass (2011, 2013, 2015), Association for Institutional Research (2012), Sage Publications (2007, 2011, 2012, 2013, 2014), and Oxford University Press (2007).

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- Journal articles for *American Review of Public Administration* (2014, 2015), *Policy & Politics* (2014), *Administration & Society* (2013), *Public Administration Review* (2012), *Land Use Policy* (2007), *Policy Studies Journal* (2008, 2009, 2010, 2013, 2014, 2015), *International Journal on Environmental Research and Public Health* (2015), *International Journal of Health Policy and Management* (2015).
- Research proposals for the National Science Foundation (2006, 2009).
- San Francisco Department of Public Health: reviewed proposed principles for collecting, coding, and reporting social identity data (2009).

Service contract (1):

- San Francisco Education Fund, Teachers' Leadership Institute, policy advisor (2004 – 2009; \$15,000): developed and implemented a year-long curriculum to engage teacher leaders in local education policy issues; arranged for continuing education credit through SF State's College of Extended Learning; developed research projects with fellows; presented research to education policy makers, and at the American Educational Research Association; roughly 75 outstanding teachers selected into this fellowship during this span.

Research and evaluation services (numerous): provided professional services to several private non-profit organizations and government agencies, including the Northern California Peace Corps Association, Girls on the Run - San Francisco, Edgewood Center for Children and Families, San Francisco Education Fund, San Francisco Food Bank, Jeremiah's Promise, Camp Kesem National, Our Second Home, the Institute for Human and Social Development, the San Francisco Public Utilities Commission, Asian Inc., the San Francisco Zoo, Rebuilding Together Peninsula, SF Promise, Writing Success Program of City College of San Francisco, Roadmap to Peace.

Public policy commentary and public lectures:

- Evaluating Public Sector Programs: workshop for public managers in San Mateo County (July, 2015)
- Keynote speaker at US Environmental Protection Agency's celebration of Asian Pacific American month (May, 2008).
- Policy commentary with KTSF channel 26 Cantonese news, Ming Pao Daily.
- Guest lecture on policy advocacy at Stanford University's National Board Resource Center (2005).

Georgia Institute of Technology, Atlanta

1998 – 2003

Instructor and Graduate Teaching Assistant

- Taught senior-level courses on policy analysis and program evaluation, and senior thesis; co-taught United States government; designed and implemented an internet-based Congressional simulation; guest lectured on numerous topics including discounted cash flow analysis, environmental justice, and non-market valuation.
- Advised and tutored student-athletes in a NCAA Division I-A program, representing several sports and coming with diverse educational backgrounds; tutored student-athletes in statistics and political science.

Graduate Research Assistant

- Under the direction of investigator Gordon Kingsley, assisted in a Georgia Department of Transportation sponsored research on the management of consultants; developed and conducted semistructured interviews, structured surveys, and case studies; presented findings; authored and co-authored reports and articles.
- Under the direction of investigators Richard Barke, Ann Bostrom, and Krassimira Paskaleva, assisted in a National Science Foundation sponsored research project on economic and environmental risk perceptions in Bulgaria; developed and implemented two in-person structured surveys; managed, coded, and analyzed survey data; authored and co-authored conference papers and book chapter; supervised three research assistants.
- Under the supervision of the Center for the Enhancement of Teaching and Learning, assisted the management of the course and instructor survey; managed, coded, and analyzed survey data for the entire university.

Graduate Student Assistant

- Served on a committee to gain accreditation from the National Association of Schools of Public Affairs and Administration for the Master of Public Policy program in the School of Public Policy; developed and implemented an internship program for graduate students.
- Served on a committee to hire new faculty for the School of Public Policy.
- Served as recruiter and advisor for the Presidential Management Intern Program of the federal government.

United States Environmental Protection Agency, San Francisco

1995 – 1998

Environmental Engineer

- Led engineering efforts of over \$400 million of bi-national wastewater treatment projects along the U.S.-Mexican border; developed Environmental Impact Statements; briefed legislators and executives on projects affecting their jurisdictions.
- Managed over \$17 million of federal grants to municipal agencies and Native American tribes for water and wastewater development; evaluated technical merit of proposals; coordinated grant recipients, partner agencies, and contractors for project implementation.

Presidential Management Fellow

- Selected among the top graduate students in the nation into the federal government fellowship; rotated through staff positions in the EPA, gaining broad experience in environmental policy and management.
- Developed environmental indicators as a catalyst to federal-state performance partnerships in environmental protection, improved measures of environmental health, and public awareness.
- Implemented formal evaluations of technical and administrative programs.

Caltech Service Corporation, Los Angeles Air Force Base

1993 – 1995

Civil Engineer / Planning Specialist

- Managed facilities-improvement engineering projects for the Los Angeles Air Force Base; acted as both project manager and project engineer in engineering endeavors.
- Led technical efforts to evaluate seismic risk of all structures in accordance with federal law.

United States Peace Corps, Kenya

1990 – 1992

Civil Engineer

- Managed 29 civil engineering projects under arduous conditions; developed designs and estimates, supervised construction; noted by Peace Corps administration as among the most prolific engineering volunteers in Peace Corps' history in Kenya.
- Adapted modern construction technology within the limitations of local resources.
- Coordinated efforts of consulting engineers, architects, building contractors, and construction supervisors.
- Mobilized communities for project planning and implementation; transferred technical skills to artisans.
- Successfully assimilated into a foreign culture and environment.

HONORS AND AWARDS

- Certificate of Gratitude, Environmental Studies Program, San Francisco State University, 2016
- Alternate, Ian Axford Fellowship in Public Policy, Fulbright New Zealand, 2013
- Data Policy Institute Fellowship, Association for Institutional Research, 2011
- Wikipedia Teaching Fellowship, Wikimedia Foundation, 2011
- Faculty Affiliate, Public Research Institute, San Francisco State University, 2006-2008.
- William H. Read Award, School of Public Policy, Georgia Institute of Technology, 2003.
- Outstanding Doctoral Student, School of Public Policy, Georgia Institute of Technology, 2001.
- GTA Teaching Excellence Award, Georgia Institute of Technology, 2000.
- U.S. Environmental Protection Agency's Water Division's Excellence Award, San Francisco, 1997.
- Presidential Management Fellowship, 1995-1997.
- Phi Kappa Phi National Honor Society, University of Southern California, 1995.
- Outstanding Graduate Student, School of Public Administration, University of Southern California, 1995.
- Dean's Merit Scholarship (50% of tuition), School of Public Administration, University of Southern California, 1993-1995.
- Employee of the Quarter, Caltech Service Corporation, Los Angeles Air Force Base, 1994.
- Chairperson, Peace Corps Volunteer Council, Kenya, 1991-1992.
- Stewart Memorial Scholarship (\$300), California Polytechnic State University, 1984.

ASSOCIATIONS

- Association for Public Policy Analysis and Management.
- Policy Studies Organization.
- American Society for Public Administration.

- Association for Institutional Research
- Phi Kappa Phi National Honor Society.
- Northern California Peace Corps Association.

RESEARCH AND PUBLICATIONS

Research interests

- Social aspects of environmental policy, including environmental valuation, public participation in government decision making, and human responses to the environment; educational funding and philanthropy; alternative modes of public service delivery.

Research grants and contracts (\$263,000 extramural sources, \$77,819 intramural sources)

- Reyes, B., Fleisher, P., Brown, E., & Gen, S. (2015-2017) Evaluation of Roadmap to Peace. Senior Researcher. Instituto Familiar de la Raza, Inc. \$150,000.
- Gen, S. & Wright, A.C. (2013-2014). Policy Advocacy Strategies of Nonprofit Organizations in the US. Principal investigator. Office of Research and Sponsored Programs, San Francisco State University. \$13,419.
- Gen, S. & Robinson, D. (2011-2012). Evaluation of SF Promise. Principal Investigator. SF Promise. \$17,000.
- Gen, S. & Hansen, T. (2011). Evaluation of CCSF's Writing Success Project. Principal investigator. City College of San Francisco. \$4,000.
- Gen, S. (2010). Isolating the association between philanthropic funds and student impacts in k-12 schools. Principal investigator. Ed.D. Faculty Research Fund, San Francisco State University. Approximately \$5,000.
- Gen, S. & Conley, A. (2009). Public policy research group. Principal investigator. Facilitating Research and Creative Work Through Cross-Disciplinary Teams, San Francisco State University. \$14,000.
- Gen, S. (2008). The impact of private individuals' giving to public K-12 education. Principal investigator. Faculty Diversity Support Award, San Francisco State University. Approximately \$5,000.
- Gen, S. (2008). Environmental justice issues in San Francisco's wastewater system. Principal investigator. CSU Summer Stipend. \$5,400.
- Gen, S. (2006-2008). Public Research Institute Faculty Affiliate Fellowship. Two-year research grant totaling \$10,000.
- Gen, S. (2007) Efficacy of public participation on bureaucratic decisions affecting the environment. Principal investigator. CSU Mini-grant. \$5,000.
- Gen, S., Rogers, J., Shafer, H., & Nakagawa, M. (2005). Wastewater master planning public outreach. Principal investigator. San Francisco Public Utilities Commission. \$90,000.
- Gen, S. (2004). Contracting out spirit and skills. Principal investigator. College of Behavioral and Social Sciences, San Francisco State University. \$3,000.
- Gen, S. (2002). Meta-analysis of environmental valuation studies. Principal investigator. Air & Waste Management Association's Graduate Research Scholarship. \$2,000.
- Gen, S. (1999). Meta-analysis of environmental valuation studies. Principal investigator. U.S. Environmental Protection Agency's National Network for Environmental Management Studies (NNEMS) Fellow. \$17,000.

Book chapters (2)

- Gen, S. (2012). Facilitating focus groups and managing their dynamics. In Skott, B. & Ward, M (editors). *Active Learning Exercises for Research Methods in Social Sciences*. Sage/Pine Forge Press. Pages 99-102, and instructors' manual.
- Gen, S. (2010). Values conflict in American environmental federalism, with implications for China. In Guo, S., Kassiola, J.J., & Zhang, J. (editors). *Environmental Protection Policy and Experience in the U.S. and China's Western Regions*. Rowman & Littlefield Publishers, Inc. Pages 47-62.

Refereed publications (12)

- Gen, S., & Wright, A.C. (2016 online) Strategies of policy advocacy organizations, and their theoretical affinities: evidence from Q-methodology. *Policy Studies Journal*.
- Gen, S. & Wright, A.C. (2015) Policy capacity is necessary but not sufficient: Comment on "Health reform requires policy capacity". *International Journal of Health Policy and Management*, 4(12): 837-839.
- Gen, S. & Wright, A.C. (2013) Policy advocacy organizations: a framework linking theory to practice. *Journal of Policy Practice*, 12(3): 163-193.

- Bae, S., Gen, S., & Moon, S.G. (2012). Institutional, geographic, and facility factors affecting differences in prices for wastewater services. *The Annals of Regional Science*, 49(3): 767-788.
- Gen, S., Shafer, H., & Nakagawa, M. (2012). Perceptions of environmental justice: the case of a U.S. urban wastewater system. *Sustainable Development*, 20: 239-250.
- Gen, S. (2011) The dilemma of environmental valuation: ethics and U.S. policy. *International Journal of the Humanities*, 9(2): 133-145.
- Gen, S. (2010). Public knowledge and wastewater management: a case in San Francisco. *Environmental Practice*, 12(4): 328-341.
- Paarlberg, L. & Gen, S. (2009). Exploring the determinants of nonprofit coproduction of public service delivery: the case of k-12 public education. *American Review of Public Administration*, 39(4): 391-408.
- Pendola, R. & Gen, S. (2008) Does 'main street' promote a sense of community? A comparison of San Francisco neighborhoods. *Environment & Behavior*, 40(4): 545-574.
- Gen, S., & Kingsley, G. (2007) Effects of contracting out engineering services over time in a state department of transportation. *Public Works Management & Policy Journal*, 12(1): 331-343.
- Pendola, R. & Gen, S. (2007). BMI, auto use, and the urban environment in San Francisco. *Health and Place*, 13(2): 551-556.
- Gen, S. (2001). Progress and challenges of adaptive ecosystem management at military installations: a case study of Fort Huachuca, Arizona. *Environmental Practice*, 3(3) 153-162.

Conference papers and presentations

- Joaquin, E., Wang, J., Gen, S., Cho, S., Lee, C.Y., No, Y., Stefiuk, E., & Bleicher, E. (2016) Promotion versus regulation: contrasting Seoul's and San Francisco's actions on the sharing economy. Annual Conference of the American Society for Public Administration, Seattle, WA.
- Brilliant, E., Bushouse, B., Gen, S., Mosley, J., & Shockley, G. (2015) Mobilizing for social change: theories and frameworks to connect disciplinary silos. Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Chicago, IL.
- Gen, S. & Knapp, J. (2015) Policy implementation challenges in sustainability education. Annual Conference of the American Society for Public Administration, Chicago, IL.
- Gen, S. & Wright, A.C. (2014) Tactics and strategies of policy advocacy organizations: evidence from Q-methodology. Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Denver, CO.
- Gen, S. & Wright, A.C. (2013) Strategies of policy advocacy organizations. Annual Conference of the American Society for Public Administration, New Orleans, LA.
- Gen, S. & Wright, A.C. (2012) Linking policy advocacy practice to theory. Annual Conference of the Western Political Science Association, Portland, OR.
- Gen, S. (2011). The dilemma of environmental valuation: ethics and U.S. policy. 9th International Conference on New Directions in the Humanities, Grenada, Spain.
- Gen, S. & Luger, E. (2011). Does mode of participation matter in environmental planning? Annual Conference of the Western Political Science Association, San Antonio, TX.
- Gen, S. & Stowers, G. (2010) Applying the public affairs/administration curriculum across the university. Annual Conference of the National Association of Schools of Public Affairs and Administration, Las Vegas, NV.
- Gen, S. & Kooiker, M. (2010). Differentiating teacher attrition at lower and higher performing schools. Annual Conference of the American Society for Public Administration, San Jose, CA; Annual Conference of the American Educational Research Association, Denver, CO.
- Gen, S. (2009). Values conflict in American environmental federalism, with implications for China. Joint conference of San Francisco State University and the Chinese Academy of Social Sciences on Environmental Protection Policy: The Impact of National and Local Policy on the Western Region.
- Gen, S., Shafer, H., & Nakagawa, M. (2008) Seeing eye to eye in environmental justice collaborations? Perceptions, preferences, and empirical measures in San Francisco's wastewater system. Annual Conference of the American Society for Public Administration, Dallas, TX.
- Pendola, R. & Gen, S. (2007) Does 'main street' promote a sense of community? A comparison of San Francisco neighborhoods. 2006 Annual Conference of the Urban Affairs Association, Montreal, Canada; 2007 Annual Conference of the American Planning Association, San Antonio, TX; 2007 Annual Conference of the Association of Collegiate Schools of Planning, Milwaukee, WI.

- Shafer, H., Gen, S., & Nakagawa, M. (2006). Support for environmental justice in a politically progressive city. Annual Conference of the American Association for Public Opinion Research, Montreal, Quebec, Canada.
- Gen, S. & Paarlberg, L. (2006) Budgetary woes, philanthropic response, and public value failure in San Francisco Bay Area K-12 education. 2006 Annual Conference of the American Society for Public Administration, Denver, CO, and the 2006 Annual Conference of the Association for Public Policy Analysis and Management, Madison, WI.
- Paarlberg, L. & Gen, S. (2006). Exploring the determinants of nonprofit coproduction and coprovision of public service delivery: the case of k-12 public education. Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, Washington, DC.
- O'Neil, D., Gen, S., & Kingsley, G. (2004). Understanding public managers' perceptions of privatization and its implications for public management. Annual Conference of the Association for Public Policy Analysis and Management, Atlanta, GA.
- Gen, S. (2002). Limits of monetary valuation of environmental goods. Association of Public Policy Analysis and Management Annual Research Conference, Dallas, TX.
- Gen, S. (2002). Cost-benefit analysis and the environment. Annual meeting of the Air and Waste Management Association, Georgia Chapter, Atlanta, GA.
- Gen, S. (2001). Pilot meta-analysis of environmental valuation: the value of clean water. Seminar Series of the National Center for Environmental Economics, U.S. Environmental Protection Agency, Washington, DC.
- Paskaleva, K., Barke, R., Bostrom, A., Gen, S., Roukova, P., Kapplin, S., & Abayomi, K. (2000). Sustainability and transformation at the local level in post-socialist Bulgaria. Bulgarian Research Symposium and Network Meeting, Atlanta, GA.
- Bostrom, A., Paskaleva, K., Barke, R., Roukova, P., Gen, S., Kapplin, S., & Abayomi, K. (2000). Environmental and economic risk perceptions: Neftochim and the Bourgas region in transition. Bulgarian Research Symposium and Network Meeting, Atlanta, GA.
- Gen, S., Barke, R., Bostrom, A., Paskaleva, K., Roukova, P., Kapplin, S., & Abayomi, K. (1999). Economic and environmental risk tradeoffs in a transitional society. Society for Risk Analysis Annual Meeting, Atlanta, GA.

Agency reports and articles (30)

- Gen, S. (2015). How to do a stakeholder analysis. In Brodtkin, M. *Creating Local Dedicated Funding Streams for Kids: A Guide to Planning a Local Initiative to Fund Services for Children, Youth and their Families*. San Francisco: Margaret Brodtkin and Associates. Page 55.
- Gen, S. (2014). Analyses of the Petaluma Transit 2014 Onboard Survey. Transit Advisory Committee, City of Petaluma. 21 pages.
- Case III, H.L., Boles, J., Delgado, A., Nguyen, T., Osugi, D., Barnum, D.A., Decker, D., Steinberg, S., Steinberg, S., Keene, C., White, K., Lupo, T., Gen, S., & Baerenklau, K.A. (2013) Salton Sea Ecosystem Monitoring and Assessment Plan. U.S. Geological Survey Open-File Report 2013-1133. 220 pages.
- Gen, S. & Robinson, D. (2012). Evaluation of 6th Grade Mentoring in SF Promise, 2011-2012. San Francisco State University. 36 pages.
- Gen, S. (2012). Analyses of the Petaluma Transit 2012 Onboard Survey. Transit Advisory Committee, City of Petaluma. 17 pages.
- Gen, S., & Hansen, T. (2012). Evaluation of CCSF's Writing Success Project: Academic Year 2010-2011. City College of San Francisco, CA. 21 pages.
- Klein, M., Kornblau, M., & Gen, S. (2008). Evaluation of 2007 Parent Workshops. Our Second Home, Daly City, CA. 47 pages.
- Aleman, P., Waite, K., Walden, B., & Gen, S. (2008). Evaluation Planning for the Zoo Mobile / Close Encounters Program and the Docent Tours. San Francisco Zoo, San Francisco, CA. 15 pages.
- Chow, L., Dei Rossi, L., & Gen, S. (2007). Market Penetration Report. Rebuilding Together Peninsula, Menlo Park, CA. 24 pages.
- Gen, S. (2007). Evaluation of the Student Support Services (SSS-TRIO) Program at San Francisco State University: First Time Freshmen in Academic Year 2005-2006. Public Research Institute, Daly City, CA. 13 pages.
- Santizo, M., Hoang, C., & Gen, S. (2007). Evaluation of early childhood education services: ECE classes, workshops and communication. Our Second Home, Daly City, CA. 20 pages.
- Seigel, S., Green, T., & Gen, S. (2007). San Francisco Zoo Nature Trail Thirtieth Anniversary Evaluation. San Francisco Zoo, CA. 89 pages.

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- Villanueva, M., Buchsieb, M., Jameson, N., & Gen, S. (2007). Evaluation of Camp Kesem National's impact on college students who planned and implemented summer camps in 2005-2006. Camp Kesem National, Lafayette, CA. 51 pages.
- Chung, J., McCabe, L., Seigel, S., & Gen, S. (2006). Experiences, perceptions, and preferences of Caltrans' certified DBEs. Asian, Inc., San Francisco, CA. 61 pages.
- Gen, S., Shafer, H., Nakagawa, M., & Duvanced, J.P. (2006). Baseline perceptions and preferences of households, in support of the SFPUC Wastewater Master Plan. Public Research Institute, San Francisco. 302 pages.
- Nakagawa, M., & Gen, S. (2006). Perceptions of households and incidents of wastewater problems in San Francisco. Public Research Institute, San Francisco. 22 pages.
- Luong, C., Thunell, J., Ziff, L., & Gen, S. (2006). Evaluation of the impact of Camp Kesem National on college students who plan and implement the summer camps. Camp Kesem National, Lafayette, CA. 33 pages.
- Benson, B., Seigel, S., Wolovoy, J., & Gen, S. (2005). Evaluations of early childhood education and mental health consultation services. Our Second Home, Daly City, CA. 29 pages.
- Dvorak, E., Radwick, T., Showalter, J., & Gen, S. (2005). Evaluation critique & revision. Jeremiah's Promise, Palo Alto, CA. 17 pages.
- Gen, S. (2005). Results of newsletters survey. Northern California Peace Corps Association, San Francisco, CA. 6 pages.
- Gen, S., Brown, J., Rickerson-Riesen, R., & Trice, B. (2005). Coaches' feedback: Fall 2004. Girls on the Run, San Francisco, CA. 25 pages.
- Harlick, D., Ross, B., & Gen, S. (2004). Evaluation of the KinStart program's spring 2004 parent education workshop series. Edgewood Center for Children and Families, San Mateo County, CA. 41 pages.
- Kingsley et al. (2003). Strategies to strengthen consultant management in the Georgia Department of Transportation. Georgia Department of Transportation, Atlanta, GA. 6 volumes.
- Gen, S. (2002). TAs in big classes carry the potential for a win-win-win situation. *The Classroom*, Fall 2002: 10-11. Center for the Enhancement of Teaching and Learning, Georgia Institute of Technology, Atlanta, GA.
- Center for the Enhancement of Teaching and Learning (2001). Course/Instructor Opinion Survey (CIOS) reference manual for department coordinators. Center for the Enhancement of Teaching and Learning, Georgia Institute of Technology, Atlanta, GA.
- U.S. Environmental Protection Agency and U.S. International Boundary and Water Commission (1998). Long-term treatment options for the South Bay International Wastewater Treatment Plant. U.S. Army Corps of Engineers, Los Angeles, CA.
- Gen, S. (1996). Evaluation of career development programs. U.S. Environmental Protection Agency, San Francisco, CA.
- U.S. Environmental Protection Agency (1996). Environmental indicators report. U.S. Environmental Protection Agency, San Francisco, CA.
- Gen, S. (1988). Operations manual. Active Learning Incorporated, Corte Madera, CA.
- Gen, S. (1988). Training manual for operations staff. Active Learning Incorporated, Corte Madera, CA.

OTHER SKILLS AND QUALIFICATIONS

- Conversational Cantonese.
- Professional Engineer license, Civil Engineering, State of California.