

TEACHING, RESEARCH, and EVALUATION EXPERIENCE

Assistant Professor, Uni. of Connecticut Health Center, Dept. of Community Medicine & Health Care, 4/2005-present

- ◆ Teaching
 - Program Evaluation in Behavioral Healthcare Agencies, Spring 2008.
- ◆ PI-Research
 - Impact of implementing an electronic clinical information system on quality of care and service delivery in a behavioral health care setting, 7/2008-6/2009, \$110,000.
 - National Access to Recovery Grant Evaluation (2007-2010), RTI/CSAT, \$176,000.
 - Director of Evaluation, Quality Management, and Improvement for the Dept. of Mental Health and Addiction Service, 4/2005-6/2008, \$500,000.
- ◆ Other-Research
 - Study the implementation of “The prevention of HIV/STI among married women in urban India.” PI-Steve Schensul, \$702,630, NIMH, 9/07-8/12.
- ◆ Committee
 - MPH Curriculum Committee (2007-)
 - CTSA and CTSI Evaluation Committee (2008-)

Adjunct Assistant Professor, School of Allied Health Professions, Medical College of Virginia, Virginia Commonwealth University, 7/1/02-6/30/2005

Fall (2003, 2004): Graduate course in “Health Care Policy and Political Theory”.

Assistant Professor, Kansas State University, 8/95-9/99

Teaching

- ◆ Taught **Introduction to Human Development** (FSHS 110) to 40 students, lectures, recitations, grading, Summer 94, 95, 96, 97, & 98. Taught 500-700 students and monitored 4-7 graduate teaching assistants, in Fall and Spring semesters of the academic year 1996-1997.
- ◆ Taught **Human Sexuality and Family Relationships Across Cultures** (FSHS 704) for graduate and undergraduate credit over telenet to 17 students, Summer 95.
- ◆ Developed and taught the course **Family: Challenges for the Future** (FSHS 300), Summer 97.

Research - Programmed, supervised, and coordinated Computer-Assisted Telephone Interviewing (CATI) research:

- ◆ Assessment of Substance Dependence Treatment Needs for Kansas (\$633,090). Program the survey instrument using Ci3 system, supervise data collection, data analysis, and report writing. Manage large datasets. Recruit, train, and supervise personnel. (1996-1999).
- ◆ Kansas Persian Gulf War Veterans Health Initiative survey, to study health problems being reported by Kansas Veterans who went to the Persian Gulf, 1998 (\$37,000).
- ◆ Gambling Problems in Kansas: Estimate the need for gambling prevention and treatment in Kansas by obtaining data on the characteristics and distribution of individuals with gambling problems (1996).
- ◆ The 1996 Kansas poll, assess the feelings of Kansans regarding legislation concerning issues such as the possession of concealed weapons, putting a limit on growth in state government spending, allowing slot machines in the state, etc.

Graduate Teaching/Research Assistant, Kansas State University, 8/92 to 5/95

- ◆ **Introduction to Human Development**, forming lesson plans, grading papers, recording grades.
- ◆ Develop survey instruments, collect, code, analyze data, and write reports for the research study 'Ecological Factors Affecting Rural Children's Mental and Social Development' (8/92 to 5/93).
- ◆ **Assistant Teacher**, KSU Child Care Center, 8/92 to 10/92.

Special Education Professional, Child Guidance Center, 6/91 to 8/91

Conduct counseling and educational assessment of children with behavioral, mental, and emotional problems. Plan and implement Individualized Educational Programs (IEP).

Lecturer (Home Science), War Widows Association, 7/88 to 5/90

Train nursery school teachers, taught and supervise course work for 'Food and Nutrition' and 'Child Psychology'.

ADMINISTRATION EXPERIENCE

Director, Evaluation, Quality Management and Improvement, Connecticut Department of Mental Health and Addiction Services, 4/2005-6/2008

- ◆ Lead an evaluation and quality improvement unit to improve accountability of mental health and substance abuse services statewide.
- ◆ Develop a system for reporting performance outcome measures to the federal, state, and local partners.
- ◆ Develop efficient and effective management information systems.
- ◆ Develop an information system that is useful for decision-making for policy and planning purposes.
- ◆ Develop an education agenda to assist in the dissemination of best practices from science to community.
- ◆ Member of the following Commissioner's think tank groups and committee's
 - Recovery-oriented services
 - Strategy Group
 - Information Group
 - Covered Lives Group
 - Rate-setting Group
 - Policy Group
 - Ad Hoc Systems Management Group
- ◆ Increase transparency and implement the IOM model of service provision
- ◆ Grant and Proposal writing to improve health and social service systems.

Senior Research Analyst, Health Programs, American Institutes for Research, Washington DC, 8/2004-3/2005

- ◆ Project Director for "Access to Recovery Grant Initiative" of Substance Abuse and Mental Health Administration, Center for Substance Abuse Treatment. Help design voucher management, performance measurement, and performance management systems for 15 state grantees.

Manager, Research & Evaluation, VA Dept. of Mental Health, Mental Retardation & Substance Abuse Services

Office of Substance Abuse Services, 11/02-08/2004

Office of Research and Evaluation (ORE), 3/00-10/31/02. **Acting Director**, 4/02-8/02

- ◆ Lead a research and evaluation unit to improve accountability of human services.
- ◆ Develop, implement, and monitor statewide data collection for substance use prevention & treatment

system.

- ◆ Develop efficient and effective management information systems.
- ◆ Design, conduct, and manage studies, on department policies/programs (legislative studies) and federal grants to address service/policy issues.
- ◆ Disseminate the results of research, evaluation, and policy studies throughout the public system.
- ◆ Lead and participate in inter- and intra-department advisory committees on data management and reporting systems.
- ◆ Develop needs assessment studies and funding formulas for distribution of funds.
- ◆ Analyze and report on the annual consumer satisfaction survey for Virginia's adult mental health and substance abuse consumers being treated using state controlled funds.
- ◆ Statistical Analyst and Sampling Expert for implementing the Synar compliance portion of the Substance Abuse Prevention and Treatment Block Grant Application. Design the sampling methodology, analyze and report on the compliance rate of retail sales of tobacco to minors.
- ◆ Provide technical assistance to Community Services Boards (CSBs) in the design and implementation of statewide Performance Outcome Measurement System.
- ◆ Supervise assigned staff and work on the behalf of the Director in his absence.

Program Officer, Christian Children's Fund, 9/91 to 8/92

- ◆ Screen proposals for new projects, prepare monitoring and impact evaluation reports, assist and conduct independent training workshops for projects affiliated with CCF.
- ◆ Prepare baseline data report on all 84 projects regarding child survival and development, women empowerment, environment protection, income generation and basic building amenities.
- ◆ Supervise the Early Childhood Education and Care Program. Developed, implemented and evaluated 'The 20 Point Program'. This program provided services to mothers and children (0-6 yrs).

THERAPY EXPERIENCE

- ◆ Family Center: Worked with single mothers, divorced families, women in domestic violence situations, people experiencing relationship problems, people experiencing work and school stress, children with emotional problems, and children angry toward parents as a consequence of divorce.
- ◆ Family Preservation: In-home family therapy. Case load included families reporting abuse/neglect of infants and preschoolers, children in state custody, school age children acting out; adolescent— run away, drugs, rebellion against authority; and young parents struggling with parenting issues, and relationship issues of young adults.
- ◆ Community Corrections (Juvenile Intake Intern): Working with families with adolescents in contact with the law for curfew violation, shop lifting, theft, vandalism, runaway, burglary, aggravated battery, assault, minor-in-possession, and DUI.
- ◆ Crisis Center: Conducting a Children's Group for children from families with history of domestic violence.

GRANT WRITING

- ◆ Awarded Alternatives to Seclusion and Restraint Grant (PI-Dr. Kenneth Marcus), from the Health and Human Services, a three-year grant, with an annual budget \$214,000 (2007-2010).
- ◆ Awarded Mental Health Data Infrastructure Grant (PI), Round III from the Health and Human Services, a three-year grant, with an annual budget \$142,200 (2007-2010).
- ◆ Awarded Mental Health Data Infrastructure Grant (PI), Round II from the Health and Human Services, a three-year grant, with an annual budget \$142,200 (2005-2007).

- ◆ Awarded Co-Occurring Disorders State Incentive Grants (COSIG TI04-012) (PI) from Health and Human Services, a five-year grant, with a total budget of 3.5 million dollars (2004-2009).
- ◆ Awarded State Data Infrastructure Grant (PI) from the Health and Human Services, a three-year grant, with an annual budget \$100,000 (2002-2005).
- ◆ Project Director for Virginia's TOPPS II (Treatment and Outcome Performance Pilot Studies) Project, a three-year grant, with an annual budget of \$466,198 (2000-2003).

INVITED MEMBER/CONSULTANT

Invited to attend the Brandeis/Harvard NIDA Center External Advisory Board Meeting May 20-21, 2008.

Consultant to Region Ten Community Services Board, Charlottesville VA for evaluation of the existing information system and assisting in the selection of a replacement management information system that can be used for decision-making at various levels (July 2006 – June 2008).

Invited by the SAMHSA to help develop resource materials for the Technical Consultation Group (TCG) for implementation of National Outcome Measures and Chair the Workgroup on “Statistical and Data Analysis” (April 2007-).

Invited by the Washington Circle Measure group to assist in the development of new measures and the modification and implantation of the existing measures in the public sector (June 2006-).

Invited by the Netherlands Ministries of Foreign Affairs and Welfare, Health, and Sport as part of a US delegation on Drugs Policy, Politics, and Practice of Prevention, Treatment and Harm Reduction (April 9-13, 2006).

Provide Technical Assistance to grantees aimed at providing solutions to challenges related with the implementation of Access to Recovery Grant at the request of Center for Substance Abuse Treatment.

- State of New Mexico (July 2005)
- Idaho (September 2005)

Provide Technical Assistance to the North Dakota Division of Mental Health and Substance Abuse Services:

- Design outcome measures for Alcohol and other drugs (March-December 2005).
- Review syntax for calculation of Substance Abuse Block Grant reporting.
- Assist in linking administrative datasets for calculating performance measures.

Provide Technical Assistance to Addiction, Prevention and Recovery Administration (APRA), DC on:

- Design of outcome measures and mechanism for collecting data for ongoing needs assessment; and expansion and continuation of the state substance abuse services strategic plan (March-August 2005).

Center for Substance Abuse and Treatment's technical Advisory Group for meeting on *Administrative Data Analysis Issues and Techniques*. This group is tasked to produce a document that will enhance the States' familiarity with issues concerning the use of administrative data for performance management and outcome monitoring (January 2004).

Center for Substance Abuse and Treatment's technical Advisory Group for meeting on *Performance Management Approaches Utilizing State Treatment Data*. This group was tasked to develop a 'white paper' to help educate the Single State Agencies identify gaps in their current systems (June-July 2003).

PUBLICATIONS

- ◆ Tikoo, M. Consumer Survey 2007 Annual Report, August 2007. Technical report submitted to the Connecticut Department of Mental Health and Addiction Services.
- ◆ Mohan, R., Tikoo, M., Capela, S., and Bernstein, D. (2007). "Increasing Evaluation Use Among Policymakers Through Performance Measurement." In R. Mohan and K. Sullivan (editors), *Promoting the Use of Government Evaluations in Policymaking*, New Directions for Evaluation, vol. 112, Winter 2006.
- ◆ Tikoo, M. Consumer Survey 2006 Annual Report, August 2006. Technical report submitted to the Connecticut Department of Mental Health and Addiction Services.
- ◆ Tikoo, M. Consumer Survey 2005 Annual Report, October 2005. Technical report submitted to the Connecticut Department of Mental Health and Addiction Services.
- ◆ Tikoo, M., Dembling, B., and Hunter, J. (2003). *Virginia's Treatment Outcome Performance Pilot Studies II*. Project funded under grant number TI11570 by the Center for Substance Abuse Treatment, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services.
- ◆ Tikoo, M. & Poresky, R. H. (1999). *Kansas substance abuse treatment needs and barriers assessment household telephone survey area and regional report*. Manhattan, Kansas: Kansas State University, School of Family Studies and Human Services.
- ◆ Poresky, R. H., & Tikoo, M. (1999). *Kansas substance abuse treatment needs and barriers assessment household telephone survey statewide report*. Manhattan, Kansas: Kansas State University, School of Family Studies and Human Services.
- ◆ Tikoo, M. (1999). [Review of the book *The Family in India: Critical Essays*]. *Journal of Marriage and Family*, 61(3), 815-816.
- ◆ Juvenile Justice Authority for the 21st District. (1998, June). *Juvenile Justice Data: Statistical and Demographic Data*. Manhattan, KS. The report was presented to the Data collection and Analysis work group for the 21st District. This data is being utilized to implement and direct policy changes.
- ◆ Text Book Review: Reviewed *Lifespan Development* (1997) by K. L. Siefert, R. J. Hoffnung, & M. Hoffnung. Boston, MA: Houghton Mifflin Company.
- ◆ Tikoo, M. (1997). Plan to control AIDS: A profile of India. In *Confronting the AIDS epidemic: Cross cultural perspectives on HIV/AIDS education* by Davidson C. Umeh (Ed.), Trenton, NJ: Africa World Press Inc.
- ◆ Tikoo, M. (Dec. 1996/Jan. 1997). [Review of the book *Sexual behavior and AIDS in India*]. *SIECUS*, 25(2), 26.
- ◆ Tikoo, M. (1997). Sexual attitudes and behaviors of school students (grades 6-12) in India, *The Journal of Sex Research*, 34(1), 77-84.
- ◆ Tikoo, M. *Adolescent Sexuality in Contemporary India*, Vikas Publishing House Pvt. Ltd., has accepted to publish this book, 10/1996.
- ◆ Tikoo, M. (1996). An exploratory study to assess the developmental concerns of middle age men and women in India, *Psychological Reports*, 78, 883-887.
- ◆ Tikoo, M., Bollman, S. R., & Bergen, M. B. (1995). Knowledge level of youth in India regarding human sexuality and AIDS, *Journal of Sex and Marital Therapy*, Vol. 21(4), Winter, 246-252.
- ◆ Tikoo, M. (1994). The 1989-90 migration of Kashmiri Pandits: Focus on children. *Psychological Reports*, 75, 259-263.
- ◆ Tikoo, M. (1993). Migration of Kashmiri Pandit families: Focus on the child. *Indian Council of Child Welfare Journal*, July-December, 35-37.

PRESENTATIONS

- ◆ Presented a poster at the Center for Psychiatric Rehabilitation Conference, Boston University, April 14-15, 2008
 - Completing the feedback Loop: Toward a data informed system (April 14, 2008)
- ◆ Presented two posters at the 2008 Conference on State Mental Health Agency Services Research, Program Evaluation and Policy, February 11-13, 2008
 - Connecticut's Progress Toward Data Warehousing for Business Intelligence (with Michael Hettinger)
 - The Challenge of the Black Hole of Data
- ◆ Presented a paper at the 2007 Annual Conference of the American Evaluation Association, Baltimore, MD
 - Co-occurring Disorders: Should We Have Different Outcome Measures? (November 9).
- ◆ Presented three posters at the 2007 Conference on State Mental Health Agency Services Research, Program Evaluation and Policy, February 12-14, 2007
 - Improving data quality to improve data utility (with Michael Hettinger)
 - Measuring Recovery using a consumer satisfaction survey
 - Screening for Co-occurring Disorders (with Karin Haberlin and Julienne Giard)
- ◆ Presented at the 2005 Joint Annual Conference of the American Evaluation Association and the Canadian Evaluation Society, Toronto Canada
 - State versus the public: The case Against Performance Measurement Systems (Debate, October 27).
 - Leadership and Accountability in State Substance Use Disorders Treatment Systems (Paper, October 28).
- ◆ Presented three papers at the American Evaluation Association, November 2004, Atlanta GA.
 - Co-occurring Disorders and Outcome Measures: When to Measure? (November 3).
 - Fundamental Issues in Evaluation in Government: The Membership Speaks. (November 4).
 - To Transmit or Not to Transmit the Social Security Number (SSN)? A Simple Solution to Administrative Data Linking. (November 5).
- ◆ Conducted a workshop at the Virginia Summer Institute for Addiction Studies, July 22, 2004, Williamsburg VA. Data to Outcome Evaluation.
- ◆ Presented a paper at the American Evaluation Association, November 7, 2003, Reno NV. Can outcome evaluation be cost-effective for consumers receiving substance abuse treatment services in the public sector?
- ◆ Presented a paper at the Canadian Evaluation Society Conference 2003, June 4, 2003, Vancouver, British Columbia. To continue or not to continue evaluation in times of budget cuts?
- ◆ Presented a paper at the 16th Annual Conference of the American Evaluation Association, November 9, 2002, Arlington, Virginia. POMS in Virginia: A Systematic Process that CAN Reform Systems.
- ◆ Presented a paper and a poster at Final Steering Committee Meeting for Treatment Outcome and Performance Pilot Studies Enhancement (TOPPS II), sponsored by CSAAT, September 23-25, 2002.
 - Consumer Satisfaction and Its Relationship to Treatment Outcomes (paper).
 - Treatment Outcomes for Adult SA Consumers in Virginia (poster).
- ◆ Presented two posters at the 2002 Annual Research Meeting, Academy for Health Research and Health Policy (June 25, 2002), Washington DC.
 - Virginia's Performance and Outcome Measurement System for Substance Abuse Consumers.
 - Treatment Outcomes and Performance Pilot Studies (TOPPS II) in Virginia.
- ◆ Presented a paper at the 5th Evaluation Conference 2001 sponsored by the Department of Mental Health, Mental Retardation and Substance Abuse Services (Nov. 8, 2001), First Year Performance Outcome and Measurement System (POMS) and Treatment Outcomes and Performance Pilot Studies (TOPPS II) results for substance abuse consumers in Virginia, Richmond, VA.
- ◆ Presented a paper at the AASECT/SSSS Joint Annual Meeting, (Nov. 15, 1997), Knowledge about sexuality and HIV of teachers in India, Arlington, VA.
- ◆ Presented a poster National Conference of National Council on Family Relations (Nov. 10, 1997),

Substance abuse prevention needs assessment, Arlington, VA.

- ◆ Presented a paper at National Conference of National Council on Family Relations (1996), Reproductive and AIDS Knowledge Among Adolescents in India, Kansas City.
- ◆ Presented a poster session at National Rural Families Conference (1995), Factors Affecting Adolescent Coital and Contraceptive Behavior, Kansas State University.

PUBLIC SPEAKING

- ◆ Invited to deliver a seminar to students (pre-doctoral students on NIAAA training grant), faculty and researchers at the Heller School of Social Policy and Management, Brandeis University, MA, March 31st, 2008.
- ◆ Invited keynote speaker on *National Substance Abuse Treatment Outcome Measures* at the Provider Partnership Forum. Govt. of the District of Columbia, Department, of Health, Addiction Prevention Recovery Administration, April 4, 2005.
- ◆ Invited speaker on *Provider Performance Management* sponsored by Center for Substance Abuse Treatment, Access to Recovery Program Grantee Meeting, December 1, 2004, Arlington, VA.
- ◆ Invited speaker on *Performance Management* sponsored by Center for Substance Abuse Treatment, State Systems Development Program (SSDP VII), August 13, 2004, Arlington, VA.
- ◆ Invited panel discussant to speak on the need for Substance Use Treatment Services in the Appalachian Region and related data issues, Coalition on Appalachian Substance Abuse Policy, Integrating Health Care and Substance Abuse in Appalachia, November 13, 2003, Pipestem, West Virginia.
- ◆ Invited speaker on Virginia's Statewide Data Infrastructure, State Data Infrastructure Program Meeting, March 18, 2003, Washington, D.C.
- ◆ Invited speaker on *Performance Partnership Block Grant Program and SAMHSA/CSAT Data Infrastructure Activities* sponsored by Center for Substance Abuse Treatment, State Systems Development Program (SSDP VI), November 20-22, 2002.
- ◆ Invited speaker on *Issues of importance to women around the world*, at International Coordinating Council, Kansas State University sponsored by American Association of University Women, Spring 1996.
- ◆ Invited speaker at teacher's training college on *Delivery of Sexuality Education*, Lady Irwin College, University of Delhi, New Delhi, India, Summer 1994.
- ◆ Invited Speaker on *Cross Cultural Family Traditions*, Regional Conference, Kansas Home Economics Association (KHEA), Lawrence, KS, Spring 1994.
- ◆ Presented a workshop on *Perception of Life after Death* of children (3-4 years) at the Indian Association for Preschool Children, Baroda, India, November 1990.

RELATED ACADEMIC EXPERIENCE/PROJECTS

- ◆ **Volunteer**
 - The Crisis Center, on call to respond to victims of sexual assault and domestic violence (10/95-10/96).
 - The Office of International Programs, KSU, activated international alums and consolidated the book of student and faculty exchange agreements with foreign countries (Spring, 1996).
- ◆ **Supervisor** for delivery of Parent Education, in hospital setting (Spring, 1994).
- ◆ **Early childhood care provider** for at-risk children (low income), which involved: observation, planning, implementing, evaluation of activities (play and cognitive), writing case studies and use of Psychological Tests. Planned and implemented Individualized Education Program (IEP) for a hearing-impaired child and an autistic child (1989-91).

- ◆ **Home Economics & General Science** teacher at Bhartiya Vidya Bhavan as student trainee 8/88-3/89.
- ◆ Adult Literacy Educator in 'Each One Teach One' project for one year (7/87-3/88) under the **National Social Service Program**.

EDUCATION AND CERTIFICATION

- Sum. 1997-Dec.1998 M.S. Marriage and Family Therapy, Kansas State University
MS Report: A Review of Cultural Literature (1988-1998) as a Resource for Marriage and Family Therapists and Related Professions
- Aug. 1992-May 1995 Ph.D. Human Ecology, Kansas State University (KSU).
DISSERTATION: Survey of Adolescent Knowledge, Attitudes, and Behaviors regarding Human Sexuality and AIDS in India
- July 1989-May 1991 M.Sc., Child Development, University of Delhi, India (Summa Cum Laude)
MS THESIS: The 1989-90 Migration of Kashmiri Pandit Families: Focus on the child
- July 1988-May 1989 B.Ed., Teaching Certificate, University of Delhi, India
- July 1985-May 1988 B.Sc., Home Science, University of Delhi, India

ACADEMIC HONORS AND AWARDS

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| Kansas Council on Family Relations | 1995 |
| Doretta S. Hoffman Scholarship | 1995 |
| Helen C. Schutte Memorial Scholarship | 1993-95 |
| Kappa Omicron Nu National Honor Society | 1993 |
| Mae Baird Memorial Scholarship | 1993-94 |
| Shrimati Satyawati Sharma Gold Medal | 1991 |

CONTINUING EDUCATION

- ◆ Training in using QSR-6, Qualitative software (January 24, 2005, 4 hours)
- ◆ Pre-conference Workshops at AEA 2003
 - Effect Size and Association Measures (6 hours, Nov. 4, 2003)
 - Cost-effectiveness and cost-benefit analysis (3 hours, Nov. 5, 2003)
- ◆ Two-day training in Teleform 101 (June 25-26, 2003).
- ◆ Attended workshop at Menninger's Clinic (Feb. 27-28, 1998) on *Adolescent Substance Abuse: Assessment and Treatment* featuring Steven L. Jaffe and Roanne Jaffe.

PROFESSIONAL AFFILIATIONS

- ◆ Member of American Evaluation Association (AEA).
 - Elected Co-Chair for the Government Evaluation TIG of AEA in November 2004-2006.
 - Elected Program Chair for the Government TIG of AEA in November 2004.
 - Elected Co-Program Chair for the State and Local Government TIG of AEA in November 2003.
 - Reviewer of proposals for SLG TIG 2003-2004.
 - Reviewer for Human Services TIG in 2003.
- ◆ Member of the Canadian Evaluation Society
- ◆ Member of the Academy for Health Services Research and Health Policy.

- ◆ President, Family Life Education and Consultation Student's Association, 1994-95, KSU.
- ◆ Secretary, Family Life Education and Consultation Student's Association, 1993-94, KSU.