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Education

- 2023 MS University of North Texas, Denton, TX**
Toulouse Graduate School
Advanced Data Analytics with Management concentration
- 2016 BA University of Texas at Arlington, Arlington, TX**
Major in Psychology with Philosophy minor

Professional Experience

Data Collection and Analytics Manager, Gretchen Swanson Center for Nutrition (GSCN)
Omaha, NE | December 2023 – Present

- Design and implement data collection management systems to track subgrant, sub-study or other project data collected from meetings, quarterly reports, administrative data, technical assistance, and other streams as directed.
- Support the creation of, monitoring of, and adherence to internal data collection processes to ensure completeness and quality of data collection.
- Work closely with cross-functional teams to ensure the logistics for surveys, interviews, focus groups, and secondary data sources meet research goals and needs.
- Work with project coordinator to manage timelines and processes for collecting scientific input on evaluation deliverables (e.g., circulating data collection instruments for review to appropriate team members).
- Facilitate internal training in qualitative and quantitative data collection, tools, and basic analytic techniques.
- Support scientists in developing data analysis strategies.
- Maintain secure data files in an organized fashion accessible to team members and project partners.
- Work with internal and external experts to establish procedures and guidelines to collect project data on time and within project scope.
- Support scientists in developing research methods that align with scientific goals and project needs during study and evaluation design.
- Work with scientists and project coordinators to ensure data collected in studies answers project research questions and is collected across all sub-grantees.
- With scientific support, conduct quantitative data analysis such as descriptive, inferential, and multivariate statistical testing that support individual sub-grant projects, overarching evaluations, and research frameworks as needed.
- Manage development of and provide technical assistance for sub-grant data submission systems that ensure data security and protect confidentiality.
- Alongside the project coordinator, serve as a liaison with external data analytics teams and bio-statisticians.

- Support project management efforts to help ensure that all activities related to data collection and analysis are completed on time, within scope, and within budget.
- Schedule, organize, and lead client and work team meetings; develop agendas, document notes, and oversee action items.
- Support the development of deliverables, including reports, presentations, and manuscripts.

Senior Research Associate, GSCN

Omaha, NE | November 2021 – December 2023

- Support and lead aspects of the implementation of research and evaluation projects
- Develop and submit IRB proposals
- Develop valid and reliable measurement tools including assessments, surveys, and interview guides
- Conduct data collection and analysis using quantitative and quantitative methods
- Support and lead the development of deliverables, presentations, and manuscripts

Research Analyst, 2M Research

Arlington, TX | January 2020 – October 2021

- Supervise implementation of research and evaluation projects
- Led data collection training, including internal and external participants
- Develop and submit IRB proposals and OMB packages
- Develop valid and reliable measurement tools including assessments, surveys, and interview guides
- Oversee data collection and analysis using quantitative and quantitative methods
- Manage data collection correspondence and project communications
- Support and lead the development of deliverables, presentations, and manuscripts
- Business development activities, including proposal coordination

Research Assistant, 2M Research

Arlington, TX | April 2017 – January 2020

- Support implementation of research and evaluation projects
- Data collection and analysis of both primary and secondary data
- Project management activities for federal and private contracts
- Conduct and document literature reviews
- Develop and submit IRB proposals
- Develop valid and reliable measurement tools including assessments, surveys, and interview guides
- Support the coordination and development of deliverables, presentations, and manuscripts

Grants and Contracts – Current

July 2022 – Present

WIC Community Innovation and Outreach (CIAO) – Food Research and Action Center (FRAC)

- Facilitate outreach, innovation, and program modernization efforts to increase participation and retention and reduce disparities in the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) program delivery.
- Role: Senior Research Associate

November 2021 – Present

WIC Online Ordering – United States Department of Agriculture (USDA), Food and Nutrition Service (FNS)

- Develop and test a safe and secure plan for implementing online grocery ordering for WIC participants.

- Role: Senior Research Associate

Grants and Contracts – Past

November 2021 – September 2023	<p>WIC Special Project Innovation – Council of State Governments (CSG)</p> <ul style="list-style-type: none"> • Assist CSG in developing measurement procedures to capture impacts of WIC projects, including wait times, participant satisfaction, and other variables. • Role: Senior Research Associate
December 2020 – November 2021	<p>Support of the Implementation of the Zika Health Care Services Program – U.S. Department of Health and Human Services, Centers for Medicaid & Medicare Services (HHS, CMS)</p> <ul style="list-style-type: none"> • The project sought to support and improve healthcare services to children, women, and families related to the Zika virus across five grantees (American Samoa, Puerto Rico, U.S. Virgin Islands, Texas, and Florida). This project encompassed program evaluation of the five grantees who received CMS funding to address the Zika epidemic over a 3-year period. • Role: Research Analyst
January 2020 – November 2021	<p>An Exploratory Study of Factory-Built Homes & Their Implications for Affordability – U.S. Department of Housing and Urban Development (HUD)</p> <ul style="list-style-type: none"> • The project provided HUD with information on current trends and innovations in factory-built home manufacturing and these trends’ implications for housing affordability. Specifically, the study provided HUD (as well as consumers, contractors and onsite builders, and other stakeholders) with changes in process and production, industrialization of homebuilding, models used for constructions and installation, and efficiencies in the process since the millennium. 2M recruited and hosted expert panels, conducted market research, produced case studies and information briefs for HUD. • Role: Research Analyst
September 2017 – March 2021	<p>Third National Survey of WIC Participants – USDA, FNS</p> <ul style="list-style-type: none"> • Provided nationally representative estimates of improper payments, WIC participants’ program experiences, and state and local agency policies and operations by conducting phone and in-person interviews with WIC participants along with web surveys of State and local WIC agencies. The study also included a qualitative case study of former WIC participants. • Role: Research Analyst, Data Collection Lead
November 2021 – September 2023	<p>OMHA Appellant Climate Survey – HHS, Office of Medicare Hearings and Appeals (OMHA)</p> <ul style="list-style-type: none"> • This project was a nationwide research study regarding participants in the OMHA Administrative Law Judge process. The study aimed to better understand the overall experience of appellants with the Administrative Law Judge appeals process and level of customer service • Role: Research Analyst, Data Collection Lead
January 2018 – January 2021	<p>Study of School Food Authority (SFA) Procurement Practices – USDA, FNS</p> <ul style="list-style-type: none"> • Describe and assess the decision-making process of SFAs regarding their school food procurement practices. This study was a comprehensive mixed-mode study of procurement practices for the five FNS child nutrition programs. Qualitative (key interviews with 100 SFA directors) and quantitative (a web-based survey of more than 500 SFAs) methods were employed to provide data above previous studies that focused on either a single food program or a single procurement practice. • Role: Research Analyst, Web Survey Data Collection Lead

- October 2019 – September 2020
- QRS TO 5: WIC Child Retention – USDA, FNS**
- Nationally representative quick response data collection that assessed the reasons why child participants leave the WIC Program to identify recommendations for increasing child retention in the program.
 - Role: Research Analyst, Data Collection Lead
- September 2017 – February 2020
- Child Nutrition Operations Study II (CN-OPS-II) – USDA, FNS**
- Nationwide study regarding Child Nutrition operations in School Food Authorities (SFAs) in collaboration with state agencies. The study gathered information on school food programs to better understand the how the USDA could make improvements and create initiatives for child nutrition programs.
 - Role: Data Collection Lead
- April 2017 – March 2019
- DISA Mission Partner Satisfaction Surveys (MPSS) – U.S. Department of Defense (DoD), Defense Information Systems Agency (DISA)**
- This project assessed satisfaction levels of stakeholder audience within the DISA community. 2M’s survey techniques include two methods for the annual MPSS: an online questionnaire and a Senior Executive Interviews. The outcome of the study provided empirical data, metrics, and applied statistical and survey methodology to identify Mission Partner satisfaction measurements to enhance DISA’s service delivery and capabilities
 - Role: Research Assistant, Qualitative Data Analyst
- October 2017 – October 2019
- Monitoring and State Improvement Planning (MSIP) – U.S. Department of Education (ED), Office of Special Education Programs (OSEP)**
- The OSEP MSIP project hosted and provided oversight of the State Performance Plan (SPP)/Annual Performance Report (APR) web tool, which was designed, developed, and deployed for the annual collection of data from all states and territories that receive formula grants under the Individuals with Disabilities Education Act of 2004 (IDEA). The website included data for every year since 2004 and included functionality to facilitate ED’s review of submitted SPP/ APRs.
 - Role: Research Assistant, Qualitative Data Analyst
- April 2019 – August 2019
- Study of Food Safety Education Needs of Adult Day Care Centers (ADCCs) that Participate in the Child and Adult Care Food Program (CACFP)– USDA, FNS**
- Identify the food safety training and education needs of ADCC program directors to improve the means by which FNS provides them with information (training or resources) to support their needs.
 - Role: Data Collection Lead
- February 2019 – May 2019
- Environmental Scan on HPV Vaccination – UT Southwestern Medical Center and Simmons Comprehensive Cancer Center**
- This web survey measured attitudes toward HPV vaccinations was administered to a non-probability-based sample of parents. The target population was a 13-county area including and surrounding Dallas and Fort Worth, Texas.
 - Role: Research Assistant, Data Collection Lead
- March 2019 – February 2020
- Spouse Education and Career Opportunities Annual Survey – DoD**
- The survey of Spouse Education and Career Opportunities (SECO) program is a census of all military installations and partner organizations participating in the SECO program. 2M designed the questionnaire and data collection methodology, programmed the instrument, and conducted data collection with a web survey in May 2019.
 - Role: Research Assistant, Data Collection Lead
- April 2019 – August 2019
- National Endowment for the Arts (NEA) Our Town Evaluation – National Endowment for the Arts (NEA)**

- Our Town is a creative placemaking program that provides funds to diverse, cross-sector partnerships that incorporate the arts into comprehensive community development projects. Findings from the Our Town evaluation assisted NEA, grantees, and other stakeholders to better understand and articulate the value of the program, and more broadly the value of arts and cultural interventions that respond to community needs and assets.
 - Role: Research Assistant
- September 2019 – November 2019
- What Works Clearinghouse Guides to Research that Assists Practitioners in Education (WWC-GRAPE) – ED, Institute of Education Sciences (IES)**
- 2M’s role in this project is to develop a WWC practice guide on “Supporting Prosocial Behavior in the Elementary School Classroom,” intended to provide practitioners with evidence-based recommendations they can implement in the classroom. 2M will conducted a literature review, convened an expert panel, and translated research into an accessible practice guide.
 - Role: Research Assistant
- October 2018 – December 2019
- Evaluation of Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science (INCLUDES)– National Science Foundation (NSF)**
- 2M’s evaluation of the NSF INCLUDES initiative resulted in a portfolio review of grantee applications to develop a typology of models implemented, case studies involving site visits with interviews, focus groups with key participants and stakeholders, and the development of quantitative indicators of impact (captured through the collection of primary data and the analysis of extent data).
 - Role: Research Assistant
- May 2018 – October 2018
- Arts in Education (AIE) Grantee Technical Assistance – ED, Office of Innovation and Improvement (OII)**
- The AIE initiative comprised three innovative programs designed to improve arts education across the nation. 2M conducted a needs assessment, developed a comprehensive TA plan, delivered three tiers (intensive, targeted, universal) of TA services, managed the www.arts.ed.gov website and facilitated online communities of practice, and reported progress to ED.
 - Role: Research Assistant
- April 2018 – July 2018
- Evaluation of the Collaborative Management Program – Colorado Department of Human Services (CDHS), Division of Child Welfare**
- The project aimed to assess efforts of a multiyear evaluation of whether the Collaborative Management Program improved the quality and cost-effectiveness of interventions for Colorado children served by multiple state agencies. 2M conducted a quasi-experimental outcome evaluation that utilized coarsened exact matching to examine whether the program improves the effectiveness of the interventions for Colorado children and youth involved with the child welfare, juvenile justice, education, and health/mental health systems.
 - Role: Research Assistant
- March 2017 – June 2018
- Child Nutrition Reducing Burden Study – USDA, FNS**
- Identified which regulatory or reporting requirements contributed most to the administrative workload of CN staff at state agencies and School Food Authorities and identified potential changes in reporting requirements to reduce burden.
 - Role: Data Collection Lead
- July 2017 – March 2018
- Medicaid Provider Screening and Enrollment Assessment & Strategic Blueprint – HHS, CMS**

- The study provided support services to assess State compliance with the Affordable Care Act (ACA) requirements for enrollment and screening. The outcome of the study was development of a strategic blueprint that assisted CMS in providing TA as well as improve and enhance State processes related to provider enrollment and screening. For each State, 2M conducted a pre-assessment process, working with the state to determine the agenda for onsite visits.
 - Role: Research Assistant
- September 2017 – July 2018 **Geoscience Education and Diversity Portfolio (GEO ED) Evaluation – National Science Foundation (NSF)**
 - The evaluation of the GEO ED portfolio assessed (1) the information needs of the evaluation audiences/users, (2) broader impact as an overarching construct to be measured and explored, and (3) issues related to the ongoing use of administrative data for evaluation. The 2M team developed a program-level evaluation framework to construct an aggregate picture of the range of activities and progress toward outcomes across GEO ED programs over time. In preparation for strategic planning, 2M’s evaluation study collected and examined evidence that described the contribution of GEO ED program investments (processes and outcomes) to the goals of broader impact.
 - Role: Research Assistant
- April 2017 – August 2017 **Successful Approaches to Reduce Sodium in School Meals – USDA, FNS**
 - This study provided information on the market availability of foods that meet the sodium standards for school meal programs set by regulation in 2012, the strategies most often used by schools that have met the sodium targets, and TA needs of schools and districts working to develop lower sodium menus.
 - Role: Research Assistant
- April 2017 – August 2017 **Community Eligibility Provision (CEP) Characteristics Study – USDA, FNS**
 - This study examined operational issues and perceived incentives and barriers for adopting CEP as well as the impacts on National School Lunch Program and School Breakfast Program participation and per meal revenues.
 - Role: Research Assistant
- November 2016 **Abdominal Medical Skills Simulator (ABSIM) – Advanced Curricular Design and Educational Technology (ACDET)**
 - The AbSim continually monitors the depth of the learner’s (medical school students) palpatory efforts in real time and provides immediate feedback sufficient to improve their capacity to detect the presence or absence of abdominal abnormalities.
 - Role: Intern

Publications

1. Hill, J.L., Calloway, E.E., Crespo-Bellido, M., Nitto, A.M., Cliburn Allen, C., Milburn Atkinson, C., Wierenga, M., **Papa, F.**, Anderson-Steeves. (2023). *WIC Special Project Innovation Grant Overarching Evaluation Report*. Prepared for: Council for State Governments. September 2023.
2. Nitto, A.M.; Calloway, E.E.; Anderson Steeves, E.T.; Wieczorek Basl, A.; **Papa, F.**; Kersten, S.K.; Hill, J.L. *State Agencies’ Perspectives on Planning and Preparing for WIC Online Ordering Implementation*. *Nutrients* 2022, 14, 4447. <https://doi.org/10.3390/nu14214447>.
3. Murdoch, J., Nisar, H., Brahmachari, M., **Papa, F.** (2022). *An Exploratory Study of Factory-Built Homes and Their Implications for Affordability*. U.S. Department of Housing and Urban Development, Office of Policy Development and Research. Project Officer: Jagruti Rekhi. Available online at <https://www.huduser.gov/portal/publications/pdrpubli.html>

4. Williams, K., Kimathi, M., **Papa, F.**, Miller, M., Beyler, N. (2021). *Study of School Food Authority Procurement Practices*. U.S. Department of Agriculture, Food and Nutrition Service. Project Officer: Ashley Chaifetz
5. Magness, A., Williams, K. Garza, A., **Papa, F.**, Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: WIC State Agency Policies and Practices: Report brief #1*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
6. Magness, A., Williams, K. Garza, A., **Papa, F.**, Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: WIC Local Agency Operations: Report brief #2*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
7. Magness, A., Williams, K. Garza, A., **Papa, F.**, Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: WIC Local Agency Certification Policies: Report brief #3*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
8. Magness, A., Williams, K. Gordon, E., Morrissey, N., **Papa, F.**, Garza, A., Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: Retention and Potential Barriers to Participation among WIC Participants: Report brief #4*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown
9. Magness, A., Williams, K. Chakravorty, A., **Papa, F.**, Garza, A., Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: WIC Participant Characteristics and Economic Status: Report brief #5*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
10. Magness, A., Williams, K. Gordon, E., Morrissey, N., **Papa, F.**, Garza, A., Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: WIC Participant Satisfaction and Shopping Experience: Report brief #6*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
11. Magness, A., Williams, K. Gordon, E., Morrissey, N., **Papa, F.**, Garza, A., Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *Third National Survey of WIC Participants: WIC Participant Use of Other Assistance Programs: Report brief #7*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
12. Magness, A., Chakravorty, A., Williams, K., Ruggiere, P., **Papa, F.**, Okyere, D., Santos, K., Nisar, H., Bajowski, F., & Singer, B. (2021). *Certification Error Rates and Estimates of Improper Payments in WIC: Report brief #8*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis

13. Magness, A., Chakravorty, A., Williams, K. **Papa, F.**, Okyere, D., Santos, K., Nisar, H., Bajowski, F., & Singer, B. (2021). *National Survey of WIC Participants: Denied Applicants in WIC: Report brief #9*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis
14. Magness, A., Chakravorty, A., Williams, K. **Papa, F.**, Santos, K., Gordon, E., Morrissey, N., Okyere, D., Nisar, H., Bajowski, F., & Singer, B. (2021). *National Survey of WIC Participants: Factors Associated with Certification Error and Program Retention: Report brief #10*. Prepared by Capital Consulting Corporation and 2M Research Services. Contract No. AG-3198-B-15-0011, AG-3198-K-15-0077. Alexandria, VA: U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Project Officer: Karen Castellanos-Brown. Available online at: www.fns.usda.gov/research-and-analysis

Selected Presentations

1. **Local Agency Practices and Participant Satisfaction: Selected Findings from the Third National Survey of WIC Participants (NSWP-III)**. Abstract presented at the 2021 National WIC Technology Conference. October 2021.

Professional Associations

Professional Association Membership

2020 - Present Society for Industrial and Organizational Psychology (SIOP)

Technical Skills and Software

NVivo | ConfirmIt | SAS | SPSS | R | Google Cloud Platform | Python | Jupyter | MS Word, MS Excel, MS PowerPoint, MS Outlook, MS Teams, and MS SharePoint | Zoom |