

NAHIDA (KHUDADAD) BEGUM, PH.D.

Phone: +1 (704) 723-2609. Email: khudadad.nahida@gmail.com

EDUCATION

University of North Carolina at Charlotte

Ph.D. Public Policy (Fulbright grantee: 2012 - 2017)

Charlotte, NC, USA

May 2018

Relevant coursework: Advanced Program Evaluation; Advanced Economics Analyses; Advanced Quantitative Analyses (adjusted regression, random discontinuity design, difference-in-difference, factor analysis, cluster analyses, Time series analyses, multilevel modeling etc.); Advanced Qualitative Analyses.

PROFESSIONAL EXPERIENCE

Assessment Resource Center, University of Missouri

March 2023 – Present

Senior Evaluator

Columbia, MO, USA

- 1) **Lead and Co-lead** - Led and collaborated on the research and evaluation ecosystem of 11-plus projects, using Research and Evaluation (R&E) framework and mixed-method approach.
- 2) **Conceptualize and development** – Conceptualized and developed research and evaluation studies aimed at answering critical R&E questions answered through rigorous scientific methods.
- 3) **Design, test, and implement** – Led the design and innovation of data collection instruments to gather quantitative and qualitative insights helping inform organizational strategies, continuous improvement, and decision-making. Oversaw IRB processes and ethical standards in research. Led the collection (also collected) of data through site visits, interviews, focus groups, and administration of online and in-person surveys and questionnaires.
- 4) **Data analytics and management** – Developed quantitative analytics strategies, qualitative codebooks/manuals, and modeled data using emerging AI technologies and predictive analytics and software including Stata, R, SPSS, and Dedoose.
- 5) **Reporting and communication** - Led and developed reports, publications, briefs, and presentations for internal and external audiences, and attended meetings with policymakers, funders, and clients on behalf of the ARC.
- 6) **Partnership engagement** - Successfully maintained partnerships and engaged in collaborative initiatives with ARC colleagues, external clients, and project teams within public, private entities including academic institutions, philanthropies, and other various research organizations
- 7) **Business development** - Participated in competitive grant proposal submissions with 30% funding success rate, an increase from a baseline of 18%.

Relevant projects are listed here:

- a) National Science Foundation (NSF) CAREER: Interactive and Explainable AI for Next-Gen Transportation Systems Management (TSM), University of Missouri. A five-year project focused on workforce development in AI and TSM. **Primary outcomes:** Developed detailed R&E strategy encompassing critical evaluation questions together with impact measures (including KPIs) and measurement methods; coordinated quarterly team meetings to reflect on alignment with the project roadmap, deliverables, and performance targets; conducted in-depth interviews, focus group, and surveys with undergraduate and graduate students to capture insights on project successes and areas for improvements; and authored three annual formative evaluation reports shared directly with the funding agency.
- b) NSF Engine Regional Innovation Engine Type I: Regional Engine for Sustainable and Resilient Architecture, Engineering, and Construction in Mass Timber (RE-ACT) at University of Oregon. **Major outcomes delivered:** Developed tools, such as milestone maps and fidelity checklists to monitor compliance with project milestones and objectives; conducted quarterly stakeholder pulse surveys; collaborated on the development of survey, interview, and focus group instruments; built and managed stakeholders and participants' database; and attended leadership meetings to communicate formative and summative evaluation results.

NAHIDA (KHUDADAD) BEGUM, PH.D.

Phone: +1 (704) 723-2609. Email: khudadad.nahida@gmail.com

- c) RARE AmeriCorps workforce expansion through placements in Willamette Valley communities over five years to facilitate water-quality improvements and implement best management practices to achieve **Mercury** Total Maximum Daily Load (TMDL) targets. The project was funded by the Department of Environment Quality Oregon (grant size \$0.65 million). The work enabled local DMAs to document water-quality actions, guided planning for the next TMDL implementation cycle, and informed implementation plan updates. **My contributions:** Collaborated on developing a Program Assessment Tool, related protocols, and training materials to monitor Mercury TMDL targets. Also, prepared project assessment resource dossier that included logic models, performance measurement framework, and analytics strategies and schematic. First of its kind tool to inform best practice management among RARE members for environment quality.
- d) NSF CAREER: Knowledge Exchange for supporting Youth with or at risk for Mathematic Difficulty. University of Chapel Hill. A 5-Year project aimed at training graduate and undergraduate students with disabilities to be part of an inclusive workforce. **Major Contribution:** Developed a detailed Research & Evaluation planning and implementation strategy to guide the evaluation workflow using a mixed-methods approach and the CREE framework. Oversaw data collection and analysis and facilitated quarterly reflection discussions on project successes and next steps, using R&E insights to inform continuous improvement.
- e) Survey of TN-visa workers in the U.S. swine industry to recognize their cultural background, motivation, and experience. Collaborated on survey instrument development, Qualtrics Programing, and data management.
- f) The U.S. Department of Education–supported eSTEM Designing Games for Education (eDGE) project, implemented at the eMINTS National Center, University of Missouri. Major contributions: Conducted advanced quantitative analyses, including missing data diagnostics, multiple imputations, and difference-in-differences modeling; and interpreted and communicated findings to project stakeholders/clients.
- g) Supported formative and summative research and evaluation of school-based mental health services for children and adolescents. School Link Project, University of Missouri.
- h) Led the Annual Faculty Performance Evaluation, Robert J. Trulaske, Sr. College of Business, University of Missouri.
- i) Annual Student Interest Survey, Athletics Department, University of Missouri. The survey supported Title IX compliance. **Tasks completed:** Designed and tested survey instrument; Programmed Qualtrics surveys covering 30 plus sports; conducted descriptive analyses; developed and maintained the survey database; and produced reports for Athletics leadership.
- j) Knowledge and Retention Survey - evaluating prevention education outcomes among PreK–12 students related to safety, protection, and wellbeing. Southeast Missouri Network Against Sexual Violence (SEMO–NASV). Tasks performed: Literature review, instrument design and testing, and Qualtrics programing.

Aga Khan National Council for Pakistan

November 2019 – March 2022

Head of Monitoring, Evaluation, and Research (MER)

Karachi, Pakistan

- 1) Documented an institutional MER strategy paper and secured national leadership policy approval of related protocols to guide MER functions across the institution.
- 2) Served as Secretary to the MER Board of Advisors, facilitating regular nationwide discussions on the theory, practice, and utilization of MER insights.
- 3) Developed MER frameworks for eight boards (including the climate change safeguarding projects), consisting of theory of change, program logic models, performance measurement frameworks, work breakdown structure, and outcome-based planning.
- 4) Conducted MERL of projects implemented under various boards including **environment and civic engagement**.
- 5) Hired, supervised, and trained a diverse team of Researchers, Evaluators, and IT staff in research and evaluation design and methodology, data management and analyses, and interpretation and communication of results.
- 6) Conducted capacity development workshops (beginner to advanced level) on monitoring systems, evaluation designs, and research methods. One such example can be found here <https://www.aku.edu/events/pages/event-detail.aspx?EventID=1778&Title=Introduction%20to%20Monitoring%20and%20Evaluation%20in%20Education>

NAHIDA (KHUDADAD) BEGUM, PH.D.

Phone: +1 (704) 723-2609. Email: khudadad.nahida@gmail.com

Selected examples of research and evaluations of projects are listed here:

- a) Carried out evaluation of Early Childhood Development Teachers' Training Program. A workforce development initiative of Aga Khan Economic Planning Board for Pakistan. Evaluated the relevancy and efficiency of the program in generating quality employment opportunities for ECD teachers.
- b) Administered interviews with teachers, administrators, and students to evaluate the English Language Enhancement Program (ELEP), a joint project of Pakistan American Cultural Association (PACC) and Aga Khan Education Board for Pakistan. In addition, developed M&E frameworks for the program.

Aga Khan Agency for Habitat, Pakistan

October 2005 - August 2012

Manager Monitoring, Evaluation and Research

Gilgit, Pakistan

- 1) **Overall:** Built and scaled the MER/MIS function from a one-person unit into a fully resourced department; developed a Training-of-Trainers (ToT) curriculum and trained public- and private-sector mid-career professionals in MEL in Gilgit-Baltistan and Chitral (KPK); supported procurement and onboarding of external researchers and evaluators, including drafting scopes of work and coordinating contracting; facilitated workshops and high-stakes discussions with clients and partner organizations; collaborated on grantmaking proposals and resources mobilization events; and prepared annual and multi-year reports for donors and other stakeholders, including final technical reports.
- 2) **Water and Sanitation Extension Program (WASEP):** A multi-component initiative to eliminate environmental pollutants in drinking water, both biological and chemical including E-Coli and Arsenic. Funded by USAID, German KfW Bank, and the European Union. My contributions included designing MER/MIS strategies and frameworks (including logic models and theory of change) across all project components; conducting participatory rural appraisals to identify community needs, demand, and operational capacity; designing and implementing baseline, midline, and endline studies; and designing and administering Knowledge, Attitude, and Practice (KAP) surveys (baseline, quarterly, and final) to measure behavior change (e.g., handwashing, personal hygiene, environmental hygiene) among households attributable to the health intervention programs. I also designed and oversaw environmental sanitation data collection and water/sanitation-borne disease surveillance systems, regularly triangulating results with government data, and led impact studies examining health, education, GAD, and environmental sustainability outcomes. Few project examples include:
 - a. **Capacity Building for Habitat Improvement in the Hindu Kush** (Pakistan, Afghanistan, and Tajikistan). The baseline covered drinking water (access, quantity, quality), sanitation (access and use), and health and hygiene (KAP survey and household observations), alongside other habitat elements (housing condition, fuel consumption practices, and disaster risk management and preparedness). The project was a joint venture of Hope 87 – Hundreds of Original Project for Employment and the Aga Khan Agency for Habitat (formerly Aga Khan Planning and Building Service, Pakistan) and was funded by the European Commission.
 - b. **Building and Construction Improvement Program (BACIP):** Developed and implemented a **CO₂ measurement** strategy, and quality assurance plan for energy-efficient products and technologies to support carbon credit applications in Gold Standard and voluntary carbon markets. Led MERL of multi-component initiatives focused on green and safe buildings and environmental sustainability. Directed and coordinated impact evaluations assessing economic, health, and social change outcomes. Few examples of projects are included here:
 - c. Promotion of Energy Efficient Cooking, Heating and Housing Technologies (PEECH) (2009–2014 | Award ID: 0003678 | \$2.5 million grant) was funded by the Global Environment Facility(MSP) to reduce deforestation in Northern Areas & Chitral and cut CO₂ emissions (by 11,088 tons directly through the program and by 158,400 indirectly through community engagement) through EE technical capacity building in design and manufacturing, development service markets and financing, policy level institutional strengthening. Major contributions: Designed and implemented an M&E/impact monitoring system (carbon reductions, fuel savings, ARI incidence, etc.) and led inter-agency M&E reporting. Also, conducted surveys, developed M&E Plan and reporting products (APR, QPR, PIR). Additionally, produced impact assessments and learning outputs including impact assessment report, impact studies, 4 best-practice/lessons-learned reports, and 2 technical reports, plus coordination via Project Advisory Committee meetings and field visits.

NAHIDA (KHUDADAD) BEGUM, PH.D.

Phone: +1 (704) 723-2609. Email: khudadad.nahida@gmail.com

- d. Promotion of Market Based Mechanisms for Energy Efficiency funded by The United States Environment Protection Agency (Award ID: XA-83366101-0 Grant period: 2007–2009~\$0.2 million grant) aimed to scale up green products technologies across the target area through market-based distribution. My contribution included monitoring of project milestones, planned workplan reviews; product installations assessment, and impact studies of reduced environment-related illnesses (RCT to investigate CO and PM_{2.5} concentration in indoor air, and prevalences climate sensitive diseases e.g. Acute Respiratory Infection/pneumonia etc.).
- e. Addressing Poverty–Built Environment Nexus in Northern Pakistan (grant size \$1.05m | 2008-2010) funded by the World Bank through the Japan Social Development Fund. The project focused on awareness and engagement and demand generation for energy-efficient/home-improvement products, alongside training and capacity building of local manufacturers, installers, suppliers, communities, public and private institutions to enable production, adoption, and replication. My contributions: Led a comprehensive M&E and documentation component to strengthen program delivery and measure socioeconomic and environmental benefits through project workplan and M&E system development, surveys (baseline/endline), benefit monitoring via integrated MIS, impact assessments (gender and development, student education outcomes, environment, domestic health, poverty alleviation/economic benefits, and seismic risk/technologies).

PUBLICATION/CONFERENCE PROCEEDINGS

- 1) Khudadad, N.; Mickelson, R.A., Moe, P., & Ramirez, S. (2026). Adequate Housing and Student Achievement: A Case of Pakistan During the COVID-19 Pandemic. *Journal of Housing and Built Environment*.
- 2) Khudadad, N., & Mickelson, R. A. (2021). *School built environment, gender, and student achievement in Pakistan*. *International Journal of Educational Development*, 87, 102503.
- 3) Khudadad, N., Ruxton, M. M., Heiden, E. O., & Losch, M. E. (2019). Using a logic model, user-centered Gantt charts, and Delta processes as practical evaluation tools to improve utility and feasibility of a multi-year, multi-level evaluation [Poster]. Presented at the American Evaluation Association Annual Meeting. Minneapolis, MN.
- 4) Ruxton, M. M., Khudadad, N., Heiden, E. O., & Losch, M. E. (2019). Leading the Leaders: Working with stakeholders to develop metrics, measures, and assessments in a multi-level educational leadership professional development project. American Evaluation Association Annual Meeting. Minneapolis, MN.
- 5) Khudadad, N. & Mickelson, R. (2017). Built Environment of Pakistani Schools and Student Achievement. Comparative International Education Society (CIES) 2017 conference. Atlanta, Georgia. United States.
- 6) Khudadad, N. B. (2018). The relationship between school built environment and student achievement in Pakistan (Doctoral dissertation). The University of North Carolina at Charlotte.

TRAININGS

- 1) Artificial Intelligence and Survey Design. Evaluation Community Academy. (2026)
- 2) Massachusetts Institute of Technology (MIT). Regional Entrepreneurship Acceleration Program (REAP). (2025)
- 3) What Works Clearinghouse (WWC) - Group Design Standards. (2022)
- 4) Project management certificate. (2021)

SKILLS

- 1) **Software:** MS Project, Qualtrics, RedCap, STATA, SPSS, R, N.Vivo, Dedoose, Tableau, Power BI,
- 2) **Language:** Fluency in English and Hindi/Urdu.

MEMBERSHIPS AND AFFILIATION

- 1) American Evaluation Association (AEA)
- 2) North Carolina Evaluation Network (NCEN)