

# Marcia D. Mundt

## Greater Washington DC-Baltimore Area

### Education

- PhD** in Public Policy with concentration in Conflict Resolution 05/2020  
University of Massachusetts-Boston, Boston, Massachusetts, USA
- *Research Abroad*: El Salvador, Guatemala
  - *Awards*: UMass Boston Dissertation Grant, USIP Jennings Randolph Peace Scholar Fellowship, Fulbright-Hays Doctoral Dissertation Research Abroad Fellowship
  - *Doctoral Dissertation*: “Participate for Peace: The Impacts of Participatory Deliberative Democracy on Post-Conflict Peacebuilding in Central America”
- Master of Science** in Public Policy 12/2017  
University of Massachusetts-Boston, Boston, Massachusetts, USA
- *Research Abroad*: El Salvador
  - *Awards*: Graduate Student Assembly Professional Development Grants, Office of Global Programs International Research Grant
  - *Graduate Pilot Studies*: “Participatory Deliberative Democracy for Peace in El Salvador” and “The Impacts of Participatory Deliberative Democracy on Peace in El Salvador”
- Master of Arts** in Peace Studies 12/2009  
University of Bradford, Bradford, West Yorkshire, UK
- *Study Abroad*: Northern Ireland
  - *Awards*: USA-UK Fulbright Scholarship, Department of Peace Studies “Peace Pigeon” for dedication to peace projects, UCAN Volunteering Award, Degree awarded with Merit
  - *Graduate Thesis*: “The Participatory Peacebuilding Approach: Participatory Models for Post-Conflict Contexts, A Reflection on Lessons from Guatemala”
- Bachelor of Arts** in Communication Studies, Government, and Spanish (minor Linguistics) 05/2008  
New Mexico State University, Las Cruces, New Mexico, USA
- *Study Abroad*: South Korea, Bolivia, Mexico
  - *Awards*: Outstanding Graduating Senior, Crimson Scholar, Dean’s Honor List at College of Arts and Sciences, Donald Kreitzer Government Scholarship for Public Service, Honors College Scholarship, Degree awarded with Distinction in University Honors
  - *Undergraduate Honors Thesis*: “Post-Conflict Development and Natural Resources: A Case Study of Indonesia”

## Relevant Experience

### **Assistant Teaching Professor and Lecturer — Northeastern University**

12/2023 — Present

Teach graduate level courses covering research methods, policy analysis, program evaluation, project management, and institutional leadership at the Arlington-based global campus for the School of Public Policy and Urban Affairs. Develop course syllabi, assignments, and rubrics. Design and deliver 12-14 interactive lectures per semester incorporating experiential learning activities and service-learning collaborations with community partners as relevant. Manage course content and virtual learning environment through Canvas. Promoted from part-time lecturer in 2026.

### **Senior Director of Program Strategy & Impact — New Sector Alliance**

07/2025 — Present

Oversee end-to-end management of fellowship programs including participant recruitment, implementation, and impact measurement and evaluation. Drive operational excellence and strategic initiatives, moving innovative ideas from concept to successful implementation while supporting fundraising and partnership development efforts. Spearhead content creation and thought leadership development, showcasing organizational impact. Scale New Sector's thematically focused and place-based cohorts. Build and manage cross-functional teams to ensure seamless execution of organizational resilience and leadership development programs and in-person convenings.

### **Founding Partner and Principal — Eidos Insights Research Partners**

05/2025 — Present

Provide high-level consulting services on monitoring, evaluation, applied research, business development, and strategic planning to mission-driven organizations and academic institutions. Conduct qualitative and quantitative research and evaluation to generate decision-ready insight reports, dashboards, and learning products for executive and programmatic use. Leverage AI-powered tools to rapidly analyze big data, enabling timely insights for decision-making, reporting, and strategic planning. Support fundraising and business development efforts.

### **Senior Director of Research, Evaluation, & Learning — International Foundation for Electoral Systems**

08/2022 — 06/2025

Led a team of expert researchers and monitoring, evaluation, and learning (MEL) specialists in support of nearly \$1 billion of democracy promotion programming under two USAID Democracy, Human Rights, and Governance cooperative agreements with the Consortium for Elections and Political Process Strengthening. Developed and implemented a collaborative strategy for the design and implementation of a joint research and learning agenda across the International Foundation for Electoral Systems, the International Republican Institute, and the National Democratic Institute and four additional partner organizations dedicated to advancing and supporting democratic practices worldwide. Coordinated and oversaw an average of 13 evaluations per year and research projects valued at \$4.9 million over a five-year period. Managed consortium partnerships with external entities such as academic networks, other consortiums, and professional associations. Presented on behalf of the consortium at conferences and briefed funders on geopolitical dynamics leveraging secondary data and novel datasets to inform global strategy. Supervised the organization of an annual public learning forum and cross-organizational exchanges bringing together researchers and practitioners to share evidence and lessons learned to advance sector impact.

**Senior Program Officer, Curriculum & Training Design — US Institute of Peace**

01/2022 — 08/2022

Managed the Conflict Management Training for Peacekeepers Program in partnership with the US State Department's Global Peace Operations Initiative (GPOI). Coordinated training logistics for peacekeeper pre-deployment trainings across 22 troop contributing countries in Africa and expansion in the Indo-Pacific. Designed and facilitated Training-of-Trainer processes with troop contributing country militaries within Africa and Indo-Pacific combatant commands. Collaborated with subject-matter experts on trauma, inclusion, and peacekeeping operations to design new training modules. Led monitoring, evaluation, and research efforts to determine program impact. Developed and managed program budget and operating systems.

**Program Officer, Learning, Evaluation, & Research — US Institute of Peace**

03/2020 — 12/2021

Strengthened the institutions and practices for rigorous project design, monitoring, evaluation, learning, and research at a leading “think and do” tank in the peacebuilding sector. Provided technical support for 14 field and DC-based teams, largely in Africa and Southeast Asia, on all stages of the project cycle for peacebuilding programming. Wrote and reviewed interagency agreement concept notes and proposals valued at \$950,000 on average, including project logic, results frameworks, and monitoring and evaluations plans. Designed data collection tools and assist with data analysis. Supported internal evaluations and oversaw contracts for external evaluators. Guided a team of 5 technical specialists in the creation and publication of internal program design, monitoring and evaluation, learning, and research templates and guidance. Coordinated trainings on project design and cross-Institute learning events with peacebuilding experts globally. Conducted annual reviews of progress on the organization's strategic plan.

**Graduate Research Assistant & Topol Peace Fellow — UMass Boston**

09/2015 — 05/2020

Researched public policy, political science, sociology, and social justice topics. Compiled literature reviews, analyzed quantitative and qualitative data, and wrote and revised publication submissions. Digitized data from websites and social media pages in Excel for quantitative analysis. Cleaned original and secondary datasets, built indices, and ran statistical models in Excel, SPSS, and Stata. Transcribed, coded, and synthesized key themes from interviews and observations leveraging AI tools as they were introduced in MAXQDA, NVivo, and Atlas.ti.

**Impact Director — New Sector Alliance**

07/2015 — 02/2020

Designed new curriculum for ten-module, 20-hour Designing Your Success program and accompanying 4-day Train-the-Trainer workshops using spiral curriculum, explore-before-explain, and co-facilitation pedagogy. Revised and updated year-long (96-hour) and summer (45-hour) social impact Fellowship program curriculum to integrate inclusion and design-thinking sessions. Facilitated 3-25 workshops annually across the US. Implemented internal developmental evaluation methodology to adapt monitoring and evaluation systems to emergent program needs. Designed survey tools in Survey Monkey and Form Assembly to collect data on three Fellowship programs run across 11 cities in the US. Oversaw the design of a Tableau dashboard to visually synthesize quantitative/qualitative impact evaluation data stored in a custom-built Salesforce CRM database for the program team, incorporating AI-powered sentiment analysis. Promoted rapidly from Program Assistant to Program Manager, Operations Manager, National Training & Evaluation Strategist, Program & Operations Director, and eventually Impact Director.

**Curriculum & Evaluation Strategist — Stanford Graduate School of Business**

06/2017 — 02/2020

Encouraged collaboration and feedback loops across teams within the Career Management Center to improve curriculum and online resource materials in response to student evaluation data. Trained partners in the use of survey tools and effective data analysis to guide programmatic decisions. Compiled career education materials for over 40 workshops into one resource guide to ensure learning objective consistency and scaffolding. Analyzed historical career workshop evaluation data in Excel and developed a sustainable system for recording, analyzing, and discussing both qualitative and quantitative student feedback. Designed and analyzed incoming student surveys in Google Forms and Qualtrics to identify coaching needs. Cleaned and analyzed a unique timeseries database of student career trajectories scraped from social media with over 50,000 records in Excel and Stata.

**Research Team Leader / Writer — Interim Executive Solutions**

02/2018 — 12/2018

Developed research project timeline and targets for \$120,000 project grant to study the human services sector in southern Connecticut. Coordinated with a team of 5 consultants to collect qualitative interview data on 23 nonprofits, 8 municipalities, and one tribal nation. Built human services sector survey in Qualtrics, analyzed in Excel, to confirm qualitative results and quantify trends in service delivery and organizational operations. Compiled data, consultant notes, and team recommendations in final report and gap analysis.

**Virtual Student Federal Service Research Analyst — USAID**

09/2017 — 05/2018

Collaborated with Agency field officers and analysts to elevate and integrate democracy, human rights, and governance within USAID's overall development portfolio. Wrote monthly newsletter articles for field officers summarizing new research relevant to USAID interventions abroad. Identified VDem indicators that could be used for monitoring and evaluation of field operations, organized in an Excel database. Contributed analysis to an agency-wide effort to determine metrics of country progress.

**External Evaluator — City of Cambridge Participatory Budgeting Program**

06/2016 — 01/2017

Compiled an analysis of both social and physical impacts of deliberative and direct democracy practice for the city. Coordinated annual evaluation of the program in its third program cycle including attendance at participatory budgeting events such as outreach meetings, budget delegate committees, and mobile voting booths. Interviewed 46 voters and volunteers; analyzed over 2,700 Qualtrics surveys of participants engaged in the process. Tracked project ideas from submission to elimination or voter approval in Excel.

**Program Impact Manager — City Year Orlando**

06/2013 — 07/2015

Drove the successful implementation of the Whole School Whole Child service model at Catalina Elementary School by building and cultivating strong school partnerships, including instructional support in 14 classrooms in 3rd-5th grade with over 270 students. Developed and managed two teams of 10 AmeriCorps members during a 10-month long journey of learning, reflection, and service in schools to build volunteer civic capacity and identity. Encouraged the leadership development potential of 68 AmeriCorps members across Orlando through facilitation of Idealist Journey learning and reflection sessions.

**Training & Facilitation Assistant — Corrymeela Community**

09/2012 — 06/2013

Enabled 12 long-term volunteers and 18 rotational mid-term volunteers to develop their individual delivery capacity of center's pedagogy on inter-faith reconciliation through training, volunteer accompaniment and support, session design and planning, observation, and one-to-one feedback. Prepared year-long training and induction materials comprising over 200 hours of curriculum in conjunction with the volunteer support team. Collaborated with center staff and evaluation intern to design and implement real-time and long-term summative evaluation process of training and volunteer-led sessions.

**Community Economic Development Volunteer — Peace Corps Paraguay**

06/2010 — 08/2012

Assisted rural Paraguayan community and institutions with grassroots mobilization and capacity building in the areas of civic participation, entrepreneurship, family finance, and information technology. Facilitated national youth leadership and civic education camp including development of project objectives, themes, and sessions as Director of Programming. Directed formation of 22-member local youth group and coordinated logistics and program for regional leadership camp impacting 90 youth aged 15-25. Coordinated six workshops on family and community gardening and two workshops on personal finance. Taught computing proficiency courses at three institutions and a 12-week/50-hour entrepreneurship course on business feasibility, marketing and sales, management, accounting, and business plan development. Composed training manual on business advising, consulting, and mentoring for volunteers and community counterparts.

**Truancy Intervention Liaison— Juvenile Justice Advisory Board**

11/2009 — 05/2010

Launched truancy intervention program to assist Los Alamos Public School District with attendance policy implementation and law enforcement. Conducted interviews and staff meetings with teachers, counselors, and administration to identify gaps in current procedures. Systemized student attendance tracking and database, analyzed data to identify intervention cases. Developed strategies to streamline reaction time and case processing. Generated daily and weekly reports in two secondary schools analyzing attendance records for over 1500 students. Recorded 773 interventions within academic year.

## Publications & Reports

- **Mundt, M.D.** (2025). *RealTime DemTrends*. Substack. <https://realtimedemtrends.substack.com/>
- Patel, A., Borja-Vega, C., Mimmi, L. M., Soukup, T., Kolomaznik, J., Bhan, T., **Mundt, M. D.**, & Lee, H. (2022). Predicting housing deprivation from space in the slums of Dhaka. *Environment and Planning B: Urban Analytics and City Science*, 49(8), 2112–2128.
- **Mundt, M.D.** (2020). "Practitioner Perspectives: Participatory Deliberative Democracy Mechanisms for Peacebuilding." *SICA Occasional Paper Series, ASPA*.
- Patel, A., Lotia, H., Malik, A., **Mundt, M.D.**, Lee, H., & Rafiq, M.A. (2020). "Gendered Impacts of Environmental Degradation in Informal Settlements: A Comparative Analysis and Policy Implications for India, Bangladesh, and Pakistan." *Journal of Comparative Policy Analysis*.
- **Mundt, M.D.** (2019). "Participatory Deliberative Democracy for Peace in El Salvador." *Journal of Public Deliberation*, 15(3), Article 8.

- Ross, K. & **Mundt, M.D.** (3/2019). “What Black Lives Matter activists can teach us about the pitfalls and potential of digital organizing.” *Waging Nonviolence*.
- **Mundt, M.D.** (2/2019). “El Salvador’s new president must tackle crime, unemployment and migration – but nation is hopeful.” *The Conversation*.
- Interim Executive Solutions. (12/2018). “Southeastern Connecticut Council of Governments Human Services Sector Study.” **Mundt, M.D.** writer.
- **Mundt, M.D.**, Ross, K., Burnett, C.M. (2018). “Scaling social movements through social media: The case of Black Lives Matter.” *Social Media and Society*, 4(4), 1-14.
- Patel, A., **Mundt, M.D.**, Lee, HJ, Lotia, H, Rafiq MA, & Malik, A (2018). “Empowering Women in South Asia’s Slums: The Challenges of Environmental Degradation” GrOW Working Paper Series, GWP-2018-17 – Research Contribution Paper.
- Mimmi, L., Borja-Vega, C., Patel, A., Bhan, T., Lee, H.J., **Mundt, M.D.**, Soukup, T., & Kolomaznik, J. (3/2018). “Predicting Deprivations in Housing and Basic Services from Space: A Pilot Study in Slums of Dhaka, Bangladesh.” Report for the World Bank.
- **Mundt, M.D.** (1/2017). “Beyond Participation: Evaluating the Impacts of Participatory Budgeting for the City of Cambridge” produced as an external evaluator for the City of Cambridge.
- New Sector Alliance. (2016/2017/2018/2019). “Social Impact Report.” **Mundt, M.D.** contributor.
- Holzer, M. & Manoharan, A. (2015-2016). “Digital Governance in Municipalities Worldwide Global E-Governance Survey.” **Mundt, M.D.** Spanish language Digital Governance Evaluator.

## Presentations

- Seim, B., Pemstein, D., **Mundt, M.D.** “Causal Chain Monitoring: Assessing the Opportunities and Challenges of a New Methodology for Evaluating Impact” and Oakley, A., Baer, D., **Mundt, M.D.** “In the blink of an eye: the crisis of international program evaluation amidst the impact of US foreign assistance terminations” at the Eval2025 American Evaluation Association Conference. 11/2025
- Janson, C., Muñoz-Cadilla, C., **Mundt, M.D.** “Leadership Longevity: Strengthening Leadership & Well-Being for a Thriving Charitable Sector.” Independent Sector National Summit 2025. 10/2025
- **Mundt, M.D.**, Tucci, R., Reiff, D. “Lessons Learned from Tracking US Democratic Trends in Real Time” The 22<sup>nd</sup> Century Conference. 06/2025
- **Mundt, M.D.**, Bitner-Laird, L. “US Democracy, Deconstructed: Mapping out the US Democracy Civic Space.” American Evaluation Association, Democracy, Rights & Governance Webinar. 04/2025
- **Mundt, M.D.**, Seim, B., Pemstein, D., Mechkova, V. “Innovations with linking macro democratic trends to DRG programming” at the Democratic Erosion Consortium Annual Convening. 06/2024
- **Mundt, M.D.** “2024 Democratic Trends: A Practitioner Perspective” presenting opposite Staffan I. Lindberg on the 2024 Democracy Report. 03/2024

- **Mundt, M.D.** and Trisilla, N. “Practitioner Perspectives: CEPPS Global Democratic Trends Dataset” on the Telling the Story of Global Democratic Trends Across the Academic-Practitioner Divide panel at the Eval2023 American Evaluation Association Conference. 10/2023
- Patel, A., Borja-Vega, C., Mimmi, L., Soukup, T., Kolomaznik, J., **Mundt, M.D.**, Lee, H., & Bhan, T. “Predicting Deprivations in Housing and Basic Services from Space in the Slums of Dhaka” at the ABDI-IIASA Conference on WASH Technologies and Governance in Urban Development. 10/2021
- **Mundt, M.D.** “The Influence of Participatory Deliberative Democracy on Post-Conflict Peacebuilding in Central America” at the International Studies Association 2021 Annual Convention. 04/2021
- **Mundt, M.D.** & Garshelis, B. “Applying a Design-Thinking Approach to Program Development and Implementation” at the 2020 Impact Fellowships Summit. 10/2020
- Patel, A., Malik, A., **Mundt, M.D.**, Lotia, H., Lee, H.J., & Rafiq M.A. “Gendered Impacts of Environmental Degradation in Informal Settlements: A Comparative Analysis and Policy Implications for India, Bangladesh, and Pakistan” at the United States Institute of Peace Gender Exchange. 08/2020
- **Mundt, M.D.** “Participate for Peace: The Impacts of Participatory Deliberative Democracy on Post-conflict Peacebuilding in Central America” accepted for presentation at the Society for Social Problems Annual Meeting 2020, cancelled due to COVID-19 pandemic. 08/2020
- Patel, A., & **Mundt, M.D.** “Insights and Recommendations from the Data Description and Data Publishing Phase” at the International Development Research Centre’s Open Research Data Initiative Asia Workshop in New Delhi, India (transitioned online). 04/2020
- **Mundt, M.D.** & Janson, C. “Designing Your Success” at New Sector Alliance’s Train-the-Trainer hosted by Jewish Vocational Services in San Francisco, CA. 01/2020
- Ross, K., **Mundt, M.D.**, & Raymond, P. “Scaling Up Peace and Nonviolent Action” at a USIP workshop hosted by the Nonviolent Action team. 12/2019
- Patel, A., Lotia, H., Malik, A., **Mundt, M.D.**, Lee, H.J., & Rafiq M.A. “Empowering Women in South Asia’s Slums: The Challenges of Environmental Degradation” at the 41<sup>st</sup> Annual APPAM Fall Research Conference. *Awarded Best Comparative Policy Paper.* 11/2019
- **Mundt, M.D.** & Coltrera, C. “Designing Your Success” at New Sector Alliance’s Train-the-Trainer hosted by Goodwill Industries International in Rockville, MD. 11/2019
- **Mundt, M.D.** “Participatory Deliberative Democracy for Peace in El Salvador” at the Peace-PHS Joint Conference 2019 hosted by Kent State University. 10/2019
- **Mundt, M.D.** “Growth Mindset and the Future of Work” at Goodwill Digital Skills Learning Event in Rockville, MD. 10/2019
- **Mundt, M.D.** “Post-Conflict Participatory Push” at the American Political Science Association Annual Meeting 2019: Populism and Privilege. 08/2019

- **Mundt, M.D.**, Ross, K., & Burnett, C.M. “Scaling social movements through social media: The case of Black Lives Matter” at the Society for Social Problems Annual Meeting 2019: Illuminating the Social in Social Problems. 08/2019
- Patel, A., Borja-Vega, C., Mimmi, L., Soukup, T., Kolomaznik, J., **Mundt, M.D.**, Lee, H., & Bhan, T. “Predicting Deprivations in Housing and Basic Services from Space in the Slums of Dhaka” at the Land and Poverty Conference 2019: Catalyzing Innovations. 03/2019
- Patel, A., Lotia, H., Malik, A., **Mundt, M.D.**, Lee, H.J., & Rafiq M.A. (2018). “Empowering Women in South Asia's Slums: The Challenges of Environmental Degradation”, at *Pathways to Gender Equality: Economic Gender Analysis Addressing Current and Future Challenges* held at American University, Washington, DC. 11/2018
- **Mundt, M.D.** “Un Agenda para la Consolidación de la Paz,” guest lecture at the University of San Carlos de Guatemala in Guatemala City. 10/2018
- **Mundt, M.D.** “Participate for Peace: The Impacts of Participatory Deliberative Democracy on Post-Conflict Peacebuilding” at the 2018 USIP/Minerva Peace Scholars Conference in Washington DC. 10/2018
- **Mundt, M.D.** “The Impacts of Participatory Deliberative Democracy on Peace in El Salvador” at the 2018 SSSP Annual Meeting in Philadelphia. 08/2018
- **Mundt, M.D.** “Quantitative Analysis in Action: Participatory Deliberative Democracy in El Salvador,” guest lecture on regression analysis at the Department of Public Policy and Public Affairs summer MPA Statistics course at UMass Boston. 08/2018
- Patel, A., Mimmi, L. Borja-Vega, C., Bhan, T., **Mundt, M.D.**, Lee, H.J., Soukup, T., & Kolomaznik, T. “Predicting Deprivations in Housing and Basic Services from Space: A Pilot Study in Slums of Dhaka, Bangladesh,” at 12th World Congress of Regional Science Association International, in Goa, India. 05/2018
- Lotia, H., Rafiq, A., Patel, A., Lee, H.J., & **Mundt, M.D.** “Effects of Degraded Environmental Conditions on Women’s Empowerment in Slums of Four Cities of India, Bangladesh, and Pakistan,” at Workshop with Policymakers on *Empowering Pakistani Women for Growth & Prosperity: From Evidence to Policy*, in Islamabad, Pakistan. 02/2018
- **Mundt, M.D.** “Using Evaluation Data” panelist with the PB Network Participation Lab. 10/2017
- **Mundt, M.D.** “Beyond Participation: Evaluating the Impacts of Participatory Budgeting for the City of Cambridge,” at APPAM Regional Student Conference at George Mason University. 04/2017
- **Mundt, M.D.** “Government-Nonprofit Resource Dependence and Adaption: Responding to the Void of Government Funding through Social Enterprise,” panelist on applied research at the Department of Public Policy Doctoral Pro-Seminar at UMass Boston. 11/2016
- **Mundt, M.D.** “Incremental Approaches to Post-Conflict Contexts: On the Margins of Peace in Northern Ireland,” at Boston University Pardee Graduate School Conference *Shifting Global Systems?* in Boston. 02/2016
- Ahn, M., Sliman, E., **Mundt, M.D.**, Mossey, S. “Scarcity among Prosperity? IT Competency and Training Needs in Massachusetts Local Government,” at NASPAA in Brooklyn, NY. 11/2015



- **Mundt, M.D.** “Leadership Development and the Idealist Journey,” at *ScholarCon* in Kissimmee, FL. 07/2014
- **Mundt, M.D.** contributed statistical analysis and qualitative narrative to City Year poster presentation at University of Central Florida conference *The State of Research on Civic Engagement: How Service and Volunteerism is Reshaping our Civic and Community Health*. 03/2014