

## Thomas J. Laetz, PhD

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### Career Summary

Dr. Laetz has almost 40 years of professional experience that includes conducting project, program and policy analysis and evaluation of health, energy, environmental, and security issues in the United States and internationally; establishing and managing research staffs; testifying before Congress; authoring peer-reviewed journal articles; reviewing manuscripts for an academic publishing house; presenting conference papers and workshops; administering state and federal grant programs; developing project cycle management courses; reviewing monitoring, evaluation, and sustainability programs in developing countries, and teaching at both the undergraduate and graduate university levels.

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### Employment Background

- 2015- **Professor of the Practice of Program Development and Evaluation**, Josef Korbel School of International Studies, University of Denver, Denver, CO
- Instructor of graduate courses addressing international project cycle management—project analysis, project management, and project evaluation
- 2014- **Senior Program Analyst**, Special Inspector General for Afghanistan Reconstruction, Washington, D.C. and Kabul, Afghanistan
- Senior advisor on project and program evaluation designs, implementing methodologies, and reconstruction reporting
- 1996-2015 **Adjunct Professor**, Josef Korbel School of International Studies, and University College, University of Denver, Denver, CO
- Instructor of graduate courses addressing international project cycle management—project analysis, project management, and project evaluation, as well as comparative studies of health care systems
  - Recipient of two travel grants from the Office of Internationalization, University of Denver
  - Member of original proposal team for the Global Health Affairs concentration
  - Certified to teach on-line university courses
- 1996-2013 **Senior Policy Analyst**, U.S. Government (retired)  
Accountability Office, Denver, CO
- Member of Natural Resources and Environment, Health Care, and International Affairs teams
  - Managed evaluation staffs in Denver, CO and Washington, D.C.

- Analyst-in-charge on reports covering global immunization programs, substance abuse treatment and deterrence, pharmaceutical regulation, international radioactive waste management programs, nuclear safety and security; and general federal management issues
- 1991-1995     **European Office Health Issue Area Manager**, Health, Education and Human Services Issues, U.S. Government Accountability Office, Frankfurt, Germany
- Senior GAO liaison to European health care network
  - Recruited and managed 8 staff members
  - Analyst-in-charge or senior advisor on 9 international health care reports
  - Published 3 conference papers and testified before the Congress
- 1988-1990     **Denver Regional Office Issue Area Manager**, Program Evaluation and Methodology Issues, U.S. Government Accountability Office, Denver, CO
- Analyst-in-charge on 5 health and environmental reports
  - Managed 6 staff
  - Published 2 journal articles, presented 7 conference papers and testified before the Congress
- 1985-1987     **Policy Analyst**, U.S. Government Accountability Office, Washington, D.C. and Denver, CO
- Participated in preparing 4 health, safety, and science policy reports
- 1983-1984     **Doctoral Fellow**, U.S. Government Accountability Office, Washington, D.C.
- One of three national fellows accepted by GAO for a one-year research appointment
  - Lectured on federal health and safety risk assessment and management practices
- 1981-1983     **Research Associate**, University of Washington, Seattle, WA
- Conducted research on marine traffic safety and earthquake hazard mitigation
- 1976-1980     **Program Administrator**, Colorado Department of Local Affairs, Denver and Fort Collins, CO
- Administered state and federal program grants to local governments
  - Developed innovative circuit-rider manager program for small rural towns
- Adjunct professor**, Colorado State University, Fort Collins, CO
- Instructor of courses in regional planning and landscape architecture
- 1971-1975     **Private Consultant**, Colorado, Michigan, and New York
- Conducted community planning and design, including planning new towns

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## Education Background

1987            **Doctorate**—College of Engineering, University of Washington, Seattle, WA

- Concentrated on technology assessment and health and safety risk management
- Research assistant

1975      **Masters of Regional Planning**—Department of Art, Architecture and Urban Planning, Cornell University, Ithaca, NY

- Concentrated on urban and regional planning
- Teaching assistant

1971      **Bachelor of Science**—Department of Landscape Architecture and Planning, Michigan State University, East Lansing, MI

- Concentrated on environmental planning and design

### **Affiliations**

Board Member, Telehealth, Ghana; former board member for the Center for Global Health, University of Colorado Health Sciences Center; policy expert for the Four Country Conference on Health Care Reform; first president, Colorado Chapter of the Society for Risk Analysis

### **Professional Skills**

Project, program, and policy analysis and evaluation design and implementing strategies; project management; proposal writing; survey research methods; quantitative and qualitative techniques; stakeholder analysis; risk assessment and management; report development and writing; public speaking; teaching; course development and training; staff development; grants administration; knowledge of bilateral and multilateral development programs and practices, as well as their implementing partners; and conducting project evaluations in conflict environments.

### **Publications and Selected Presentations**

Special Inspector General for Afghanistan Reconstruction (Senior Advisor), audits on education, extractive industries, security forces, internally displaced people, telecommunications, rule of law, as well as lessons learned programs. (Washington, D.C. and Kabul, Afghanistan) 2014 to present.

GAO (Analyst-in-Charge), *Nuclear Terrorism Response Plans: Major Cities Could Benefit from Federal Guidelines on Responding to Nuclear and Radiological Attack*, GAO-13-736 (Washington, D.C.: September 30, 2013). [Included Podcast]

GAO (Analyst-in-Charge), *Nuclear Weapons: Evaluation of Report on Increasing Air Transportation of Nuclear Weapons, Components, and Materials*, GAO-12-577R (Washington, D.C.: May 4, 2012). [Included classified briefing]

GAO (Analyst-in-Charge), *Nuclear Fuel Cycle Options: DOE Needs to Enhance Planning for Technology Assessment and Collaboration with Industry and Other Countries*, GAO-12-70 (Washington, D.C.: Oct. 17, 2011).

GAO (Analyst-in-Charge), *Combating Nuclear Terrorism: Actions Needed to Better Prepare to Recover from Possible Attacks Using Radiological or Nuclear Materials*, GAO-10-204 (Washington, D.C.: Jan. 29, 2010).

GAO (Analyst-in-Charge), *Combating Nuclear Terrorism: Preliminary Observations on Preparedness to Recover from Possible Attacks Using Radiological or Nuclear Materials*, GAO-09-996T (Washington, D.C.: Sept. 14, 2009).

GAO (Analyst-in-Charge) *Nuclear Safety: Department of Energy Needs to Strengthen Its Independent Oversight of Nuclear Facilities and Operations*, GAO-09-61 (Washington, D.C.: Oct. 22, 2008).

GAO (Analyst-in-Charge) *Low-Level Radioactive Waste: Status of Disposal Availability in the United States and Other Countries*, GAO-08-813T (Washington, D.C.: May 20, 2008).

Laetz, Thomas, "Challenges Facing Generators Dealing with Class B and C Waste," The First Annual RadWaste Summit (Las Vegas, NV: Sept. 5, 2007).

GAO (Analyst-in-Charge), *Low-Level Radioactive Waste Management: Approaches Used by Foreign Countries May Provide Useful Lessons for Managing U.S. Radioactive Waste*, GAO-07-221 (Washington, D.C.: Mar. 21, 2007).

Laetz, Thomas, "Lessons Learned from International Low-Level Radioactive Waste Disposal Experiences," Conference presentation, FedradII+ Bringing together Federal and Commercial Radwaste Generators and Service Providers (Oak Brook, IL: June 15, 2006).

GAO (Analyst-in-Charge), *Nuclear Security: DOE Needs Better Information to Guide Its Expanded Recovery of Sealed Radiological Sources*, GAO-05-976 (Washington, D.C.: Sept. 22, 2005).

Laetz, Thomas, "Health and Development," Guest lecture at the University of Colorado Health Sciences Center (Denver, CO: May 4, 2005).

GAO (Analyst-in-Charge), *Low-Level Radioactive Waste: Future Waste Volumes and Disposal Options Are Uncertain*, GAO-04-109T (Washington, D.C.: Sept. 30, 2004).

GAO (Analyst-in-Charge), *Low-Level Radioactive Waste: Disposal Availability Adequate in the Short Term, but Oversight Needed to Identify Any Future Shortfall*, GAO-04-604 (Washington, D.C.: June 9, 2004).

GAO (Analyst-in-Charge), *Department of Energy: External Regulation Savings in Safety and Health Activities at DOE Science Laboratories*, GAO-03-633R (Washington, D.C.: May 14, 2003).

GAO (Analyst-in-Charge), *Observations on Externally Regulating Nuclear and Worker Safety in DOE's Science Laboratories*, GAO-02-974T (Washington, D.C.: July 25, 2002).

GAO (Analyst-in-Charge), *Department of Energy: Observations on Using External Agencies to Regulate Nuclear and Worker Safety in DOE's Science Laboratories*, GAO-02-868R (Washington, D.C.: June 26, 2002).

GAO (Analyst-in-Charge), *Department of Energy: Fundamental Reassessment Needed to Address Major Mission, Structure and Accountability Problems*, GAO-02-51 (Washington, D.C.: Dec. 21, 2001).

GAO (senior advisor), *Global Health: Summary of Conference on Immunization in Developing Countries*, GAO/NSIAD-00-95 (Washington, D.C.: March 1, 2000).

GAO, (Analyst-in-Charge), *Global Health: Factors Contributing to Low Vaccination Rates in Developing Countries*, NSIAD-00-4 (Washington, D.C.: Oct. 15, 1999).

Laetz, Thomas, "Reimbursement for Off-Label Anti-Cancer Drug Use," presentation at the Association of Community Cancer Centers' 17<sup>th</sup> National Meeting (Washington, D.C.: March 1999).

GAO (Analyst-in-Charge), *Emerging Drug Problems: Despite Changes in Detection and Response Capabilities*, HEHS-98-130 (Washington, D.C.: July 20, 1998).

Laetz, Thomas, "Physician Management in Integrated Care Organizations," Paper distributed at 1998 EHMA Annual Conference, 'Managing Alliances for Health and Healthcare' (Dublin, Ireland: Trinity College, June 24-26, 1998).

Laetz, Thomas, "Primary Care in the United States and Other Countries," Guest lecture, Ontario Medical Association (Toronto, Canada: October 1997).

Laetz, Thomas, "Primary Care in the United States: New Emphasis on an Old Concept," Background paper presented at the Four-Country Conference on Primary Health Care (Boppard, Germany, June 5-8, 1997).

Laetz, Thomas "Comparative International Health Care Studies: Performance, Practice, and Potential," Guest lecture for the Health Systems Program, University of Denver (Denver, CO: May 28, 1997).

Laetz, Thomas, "International Comparisons: Regulating and Monitoring of Prescription Drug Promotional Information to Health Care Professionals in Australia, Canada, and the United Kingdom," Briefing to the U.S. Senate Committee on Labor and Human Resources (Washington, D.C: Jan. 16, 1997).

GAO (Analyst-in-Charge), *European Union Drug Approval: Overview of New European Medicines Evaluation Agency and Approval Process*, GAO/HEHS-96-71 (Washington, D.C.: April 5, 1996).

Laetz, Thomas, "Health Care Policy Comparisons between the European Union and the United States: An American View," *Eurohealth*, Vol. 2:1, LSE Health and the European Health Policy Research Network (London, England: March 1996).

Laetz, Thomas, "The Economics of International Health Care Policies," Guest lecture for the Department of Economics, University of Denver (Denver, CO: Nov. 18, 1995).

GAO (Analyst-in-Charge), *Substance Abuse Treatment: VA Programs Serve Psychologically and Economically Disadvantaged Veterans*, GAO/HEHS-97-6 (Washington, D.C.: Nov. 5, 1996).

Laetz, Thomas and Mary Freeman, "The Netherlands Care Sector: Balancing Marketplace Incentives with Government Regulations," Paper presented at the Four-Country Conference on Health Care Policies and Health Care Reform in Canada, Germany, the Netherlands, and the United States, hosted by the Dutch Ministry of Health, Welfare and Sport (Amsterdam, The Netherlands: Feb. 23-25, 1995).

Laetz, Thomas, "Prescription Drugs: Spending Controls in Four European Countries," Paper presented at the Third Workshop on European Pharmaceutical Policy, Economics and Corporate Strategies, European Institute for Advanced Studies in Management (Brussels, Belgium: Jan. 6, 1995).

GAO (senior advisor), *German Health Reforms: Changes Result in Lower Health Costs in 1993*, GAO/HEHS-95-27 (Washington, D.C.: Dec. 16, 1994).

Laetz, Thomas, "Meeting the Challenge: Health Care Reform in the United States," Paper presented at the International Workshop, 'Alternatives for Ensuring Long-Term Care,' Johann Wolfgang Goethe-Universität, Institut für Wirtschafts und Sozialpolitik (Frankfurt, Germany: Sept. 1994).

GAO (senior advisor), *Long-Term Care: Other Countries Tighten Budgets While Seeking Better Access*, GAO/HEHS-94-154 (Washington, D.C.: Aug. 30, 1994).

GAO (senior advisor), *Universal Health Care: Effects on Military Systems in Other Countries and the United States*, GAO/HEHS-94-182BR (Washington, D.C.: July 11, 1994).

GAO (senior advisor), *Primary Care Physicians: Managing Supply in Canada, Germany, Sweden, and the United Kingdom*, GAO/HEHS-94-111 (Washington, D.C.: May 18, 1994).

GAO (senior advisor), *Prescription Drugs: Spending Controls in Four European Countries*, GAO/HEHS-94-30 (Washington, D.C.: May 17, 1994).

GAO (senior advisor), *Bone Marrow Transplantation: International Comparisons of Availability and Appropriateness of Use*, GAO/PEMD-94-10 (Washington, D.C.: March 7, 1994).

Laetz, Thomas, *1993 German Health Reforms: Initiatives Tighten Cost Controls*, contributing testimony before the Committee on Finance, U.S. Senate, (Washington, D.C.: Oct. 13, 1993).

GAO (Analyst-in-Charge), *1993 German Health Reforms: Initiatives Tighten Cost Controls*, GAO/T-HRD-94-2 (Washington, D.C.: Oct. 13, 1993).

GAO (senior advisor), *Preventive Health Care for Children: Experience from Selected Foreign Countries*, GAO/HRD-93-62 (Washington, D.C.: Aug. 4, 1993).

GAO (Analyst-in-Charge), *1993 German Health Reforms: New Cost Control Initiatives*, GAO/HRD-93-103 (Washington, D.C.: July 7, 1993).

Laetz, Thomas, "Reimbursement Denials of Off-Label Anti-Cancer Drug Use," Paper presented at the Drug Utilization Evaluation: Challenges and Opportunities for the '90s Conference, International Business Communications (Boston, MA: Sept. 23, 1992).

Laetz, Thomas, "Medical Decision Making: The Effects of Third-Party Payers on Chemotherapy Treatments," Paper presented at the Annual Meeting of the Society for Risk Analysis (Baltimore, MD: Dec. 9, 1991).

Laetz, Thomas and George Silberman, "Reimbursement Policies Constrain the Practice of Oncology," *Journal of the American Medical Association*, Vol. 266, No. 21 (Chicago, IL: American Medical Association, Dec. 4, 1991, p.2996-2699).

GAO (Analyst-in-Charge), *Off-Label Drugs: Reimbursement Policies Constrain Physicians in Their Choice of Cancer Therapies*, GAO/PEMD-91-14 (Washington, D.C.: Sept. 27, 1991).

GAO (Analyst-in-Charge), *Off-Label Drugs: Initial Results of a National Survey*, GAO/PEMD-91-12BR (Washington, D.C.: Feb. 25, 1991).

Laetz, Thomas, "Predictions and Perceptions: Defining the Traffic Congestion Problem," in *Technological Forecasting and Social Change-An International Journal*, Vol. 38, No. 3, (Nov. 1990).

GAO (Analyst-in-Charge), *Traffic Congestion: Trends, Measures, and Effects*, GAO/PEMD-90-1 (Washington, D.C.: Nov. 30, 1989).

GAO (Analyst-in-Charge), *Biotechnology: Managing the Risks of Field Testing Genetically Engineered Organisms*, GAO/RCED-88-27 (Washington, D.C.: June 13, 1988).

Laetz, Thomas, "Biotechnology: Managing the Risks of Field Testing Genetically Engineered Organisms," Paper presented to the Second Annual Conference of the New Technologies Safety and Health Institute (Washington, D.C.: 1988).

GAO (Analyst-in-Charge), *Biotechnology: Role of Institutional Biosafety Committees*, GAO/RCED-88-64BR (Washington, D.C.: Dec. 14, 1987).

Laetz, Thomas, "Regulatory Oversight—The GAO Perspective," in *Emerging Issues in Biomedical Research Safety—Research Safety Monograph Series, Vol. 10*, Proceedings of the 1987 NIH Research Safety Symposium (Bethesda, MD.: Dec. 3-4, 1987).

GAO (senior member), *Drinking-Age Laws: An Evaluation Synthesis of Their Impact on Highway Safety*, GAO/PEMD-87-10 (Washington, D.C.: March 16, 1987).

Laetz, Thomas, *Risk Perceptions and Tradeoffs: An Assessment of Federal Hazard Management*, Ph.D. dissertation, University of Washington (Seattle, WA: March 16, 1987).

Laetz, Thomas, *National Minimum Drinking Age Laws*, contributing testimony before the Subcommittee on Investigations and Oversight of the Committee on Public Works and Transportation, U.S. House of Representatives (Washington, D.C.: Sept. 18, 1986).

GAO (senior member), *University Funding: Assessing Federal Funding Mechanisms for University Research*, GAO/RCED-86-75 (Washington, D.C.: Feb. 7, 1986).

GAO (senior member), *Implementing the Small Business Innovation Development Act-The First 2 Years*, GAO/RCED-86-13 (Washington, D.C.: Oct. 25, 1985).