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Education

University of Maryland, College Park

Doctor of Philosophy, Criminology & Criminal Justice, August 2007.

Master of Arts, Criminology & Criminal Justice, May 2002.

Bachelor of Arts Degree, Criminology & Criminal Justice, May 1999. Summa Cum Laude

Northern Virginia Community College, Alexandria

Associates Degree, Liberal Arts, May 1997. Magna Cum Laude

Experience

Principal Researcher, Choice Research Associates February 2007 to Present.

www.choiceresearchassoc.com

Sole proprietor providing criminal justice research services focusing on issues of prisoner re-entry, female offenders, community corrections, victim services, and program evaluation.

Grants and Contracts:

- **Project Change: Hospital-Based Violence Intervention Program Assessment.** District of Columbia. Evaluator. Funded by Criminal Justice Coordinating Council. 2024 to Present.
- **University of Maryland Medical Center Violence Intervention Program "CAP-VIP".** Largo, MD. Evaluation Consultant. Review existing data system and provide technical assistance and training to implement the Self-Sufficiency Matrix (SSM) tool. 2024 to Present.
- **FAIR Girls.** District of Columbia. Evaluation Consultant. 2024 to Present.
 - Human Trafficking Prevention Education Project (Co-Principal Investigator with Wendy Stickle, Ph.D.) Review, revise, and assess school-based prevention curriculum.
 - APRICOT Project. Review and revise processes, re-configure existing data system and support evaluation and data collection efforts.
- **Howard County Human Trafficking Task Force Labor Trafficking Project.** Evaluation Consultant. Scan of literature, policies and practices related to labor trafficking. 2024.
- **DC Jail & Prison Advocacy Project Disability Rights DC at University Legal Services (ULS),** Washington, DC. Evaluator. Conduct quantitative and qualitative evaluation of the ULS DC Jail & Prison Advocacy Project. December 2023 to Present.
- **City of Salisbury Police Department.** Biased-Based Policing Research Project. Consult with Chief of Police and analyze traffic data to discern existence of biased-based policing. February 2022 to Present.
- **St. Ambrose Housing Aid Center,** Baltimore MD. 180 Homeshare Project. Evaluator. 2021 to Present. Develop evaluation plan using PDE method, provide technical assistance.
- **Community Family Life Services,** Washington, DC. Evaluation Consultant. Review existing APRICOT data system and provide technical assistance. October 2021 to 2022.
- **Re-Entry Mediation Institute of Louisiana,** New Orleans, LA. Evaluator. 2022 to 2023.
- **Office of Neighborhood Safety and Engagement** Pathways Program, Washington, D.C. Efforts to Outcomes (ETO) Support Project 2021-2023.
- **2M Research,** Arlington TX. Senior Advisor. 2021-2022. Shakespeare in American Communities/Juvenile Justice: Capacity-Building for Performance Measurement, National Endowment for the Arts, Arts Midwest.
- **National Endowment for the Arts,** Washington, D.C. 2020. Develop research plan to evaluate the Arts Midwest Shakespeare in American Communities/Juvenile Justice Projects.

- **PREepare for PArrole and REentry (PREPARE)**, Baltimore, MD. Evaluator. Develop evaluation plan using the PDE method and consult on database development. 2020 to Present.
- **Office of Victim Services and Justice Grants**, Washington, D.C. Evaluator. 2018 to 2024. Efforts to Outcomes (ETO) Support Project. ETO System Administration and data evaluation services supporting four projects:
 - District of Columbia Reentry Coalition (DCRC);
 - Show Up Stand Out (SUSO) Truancy program;
 - Housing First (2020 to 2024); and
 - Office of Neighborhood Safety and Engagement Pathways Program (2018 to 2020).
- **The Moss Group**, Washington, DC. Consultant.
 - Implementation of Evidence-Based Practices, County Chief Adult Probation and Parole Officers Association of Pennsylvania (CCAPPOAP), The Carey Group. 2024.
 - Cultural Assessment of Bon Air Juvenile Correctional Center, Virginia Department of Juvenile Justice. 2023-2024.
 - Improving Institutional Correctional Academy Training Initiative, Bureau of Justice Assistance Training Academy Project. Importance of Outcomes Series. 2023-2024.
 - District of Columbia Sentencing Commission. Data analysis. 2018.
 - Delaware Department of Corrections Inmate Grievance Project. Data analysis. 2018-2019.
- **Montgomery County Dept. of Corrections and Rehabilitation**, Boyds, MD.
 - Pretrial Services Enhancement Project (PSEP). Consultant. 2018 to 2020.
 - Brief reviews on correctional programming and institutional safety, impact of lead paint exposure on criminal offending, sex offender residency restriction laws, jail visitation, and compilation of best re-entry newsletter and website resources. Consultant. 2008-2013.
- **Free Minds Book Club & Writing Workshop**, Washington, DC. Evaluation Consultant. Develop evaluation strategy and configure/update ETO system and support. 2019 to Present.
- **Community Mediation District of Columbia (CMDC)**, Washington, DC. CMDC Reentry Mediation Project. Evaluator. 2018 to Present.
- **House of Ruth**, Washington, DC. Consultant. Data Assessment and Evaluation. Implementation of Penelope Case Management system across all House of Ruth programs. System Administration, form development, training and strategic planning. 2018 to Present.
- **Volare (formerly Network for Victim Recovery of DC)** Washington, DC. Evaluation Consultant. 2018 to 2023.
 - DC's Continuum Offering Victims Enforcement of Rights Services (DC COVERS) Project. 2021-2023.
 - Rights in Systems Enforced Project (RISE). Evaluation Consultant. 2019-2021.
 - District of Columbia Collaborative Training & Response for Older Victims (DC TROV) Needs Assessment. Evaluator. 2018.
- **District of Columbia Forensic Nurse Examiners**, Washington, DC. Evaluator. 2017 to 2023.
 - Projects funded by the DC Health Department.
 - Sexual Assault Nurse Examiner (SANE-A) Training Evaluation. Review and revise curriculum, satisfaction and follow-up evaluation tools to assess efficacy of training provided by DCFNE. Conduct follow-ups and evaluate result. 2019-2023.
 - Sexual Assault Services Infrastructure Development Project. Utilizing qualitative and quantitative data, establish baseline and stakeholder concerns related to hospital transfers of sexual assault patients to SANE exam. 2019-2022.
 - Sexual Assault Nurse Examiner (SANE) and Intimate Partner Violence (IPV) programs to determine community needs for improved access to SANE/IPV services, specifically to identify gaps in services and to develop strategies for potential expansion. 2017-2019.
- **Women Moving Forward Conference**, Maryland Correctional Institute for Women, Jessup, MD. www.wmfmd.org National Association of Women Judges, Evaluator. 2008 to Present.

- **Staying Close and Looking Back: An Examination of Desistance in a Maryland Community Corrections Population.** Researcher Initiated Project. Funded by the Bureau of Justice Statistics, Statistical Analysis Center Special Emphasis Project. Maryland Governor's Office of Crime Prevention, Youth, and Victim Services. 2017 to Present.
 - Conduct longitudinal study of desistance with group of 9,400 individuals who applied or participated in the Montgomery County Pre-Release Center since 1970s.
 - Conduct two studies of the impact of pretrial supervision and detainment on recidivism and failure to appear on contemporary populations. A pilot in Montgomery County and expansion study in at least 3 additional Maryland counties.
- **Community Mediation Maryland (CMM),** Takoma Park, MD. Evaluator. 2008 to Present. Develop the CMM Re-Entry Program evaluation plan, conduct evaluation.
 - *****May 2017 - CMM Re-entry Program named a CrimeSolutions.gov Promising Program***
 - A Re-Examination of the Community Mediation MD Re-Entry Program, Funded by the International Centre for Dispute Resolution American Arbitration Association, 2019-2021.
 - In-Depth Recidivism Study, funded by The Abell Foundation, Baltimore City, MD. 2014.
 - Federal Pre-Trial Detainee Mediation Project., funded by Federal Bar Association. 2013. Evaluation based on CMM Re-Entry Mediation model.
 - Recidivism Analysis project, funded by The Abell Foundation, Baltimore City MD. 2013.
 - Evaluation funding of CMM through MD GOCCP Byrne Grant, 2010-2012.
 - Expansion of evaluation into North Carolina provided by JAMS Foundation, 2010-2011.
 - Initial funding for evaluation plan development provided by the JAMS Foundation, San Francisco, CA. 2008-2009.
 - Baltimore City CMM Re-entry pilot program evaluation funded The Abell Foundation, Baltimore City MD. 2009-2010.
- **Howard County Reentry Program,** Howard County Department of Corrections. Jessup, MD. Evaluator. 2017-2020.
- **SMART Supervision: Baltimore City Police Department Community Collaboration Division and Maryland Division of Parole and Probation,** Baltimore City, MD. Evaluation Consultant. Partner with Bronwyn Hunter, Ph.D., of the University of Maryland, Baltimore County. Funded by the Bureau of Justice Assistance (BJA) Smart Supervision: Reducing Prison Populations, Saving Money, and Creating Safe Communities FY2017. 2017-2018.
- **Dayton Mediation Center.** Dayton, OH. Evaluator. Prison Peer Mediation Project. 2017-2018.
- **The Abell Foundation,** Baltimore City, MD. Consultant.
 - Pretrial Detention in Baltimore City. 2016-2017.
 - Study of jury trial outcomes in four Maryland jurisdictions to determine if there are significant disparities in conviction rates. 2007-2008.
- **The Pew Charitable Trusts.** Washington, DC. Policy Evaluation of Change in South Carolina's Felony Threshold Limit. 2015-2017.
- **Good Shepherd Mediation Program.** Philadelphia, PA. Evaluator.
 - Juvenile Justice Diversion Workshops (JJDW) Program. 2018.
 - Children of Incarcerated and Returning Parents (CHIRP) program. 2015-2017.
- **Montgomery County Department of Health and Human Services,** Rockville, MD. Evaluator. Bureau of Justice Assistance (BJA) Second Chance Act Reentry Program for Adult Offenders with Co-Occurring Substance Abuse and Mental Health Disorders Comprehensive Reentry Program (CORP). Conduct a process and outcome evaluation using the PDE Method. 2014-2018.
- **Justice Grants Administration,** Washington, DC. Evaluator. Show Up, Stand Out (SUSO) a Community-Based Truancy Reduction Project. 2012-2017.
 - Process and outcome evaluation among community-based organizations providing prevention and intervention services to youth from kindergarten to sixth grade (family engagement model) and middle school youth (youth engagement model). 2012-2017.

- Efforts to Outcomes (ETO) Enterprise System Project. 2013-2016. With a Choice Research Associates ETO Systems Administrator, Justice Grants Administration staff and consultants, and Social Solutions, provide training and technical assistance for integration of data from all community-based organizations involved in the project; monitor data and oversee creation of ad-hoc and standard reports for ongoing evaluation efforts.
- Department of Human Services (DHS) Parent and Adolescent Support Services (PASS) Truancy Diversion Program. Technical assistance and evaluation. 2014-2016.
- Department of Human Services (DHS) Alternatives to Court Experience (ACE) Diversion Program. Technical assistance. 2014-2016.
- **Guiding Eyes for the Blind**, Yorktown Heights, NY. Longitudinal Survey Project. 2014-2017.
- **Behavioral Health Systems Baltimore**. Baltimore, MD. (Formerly Baltimore Substance Abuse Systems, Inc.) 2015-2016.
 - Maryland Screening, Brief Intervention, and Referral to Treatment (SBIRT) Project, Evaluator, 2015-2016. Funded by the Substance Abuse Mental Health Services Administration (SAMHSA). Responsible for all aspects of SAMHSA required Governmental Performance and Results data collection instrument including training, monitoring, oversight of follow-up interviews, protocols, analysis and reporting.
- **Baltimore Substance Abuse Systems, Inc.** Baltimore, MD.
 - Baltimore Recovery Corp Pre-Evaluation Activities Project. Develop and establish an evaluation plan using the Program Development Evaluation (PDE) Method. 2013-2014.
 - Monitoring Measures Project. 2012. Assist in the identification and development of process and outcome measures.
- **My Sister's Circle**, Baltimore, MD. Evaluator. 2014.
- **Baltimore's Safe and Sound Campaign**, Baltimore, MD. Evaluator/Consultant. 2012-2014. Evaluation of Public Safety Compact and assist in development of web-based data system.
- **Baltimore City Offender Reentry Initiative**, Office of Human Services, Office of the Mayor, City of Baltimore, Consultant. 2012-2013. Data-driven development of jail re-entry strategies.
- **Baltimore City Health Department/Baltimore Substance Abuse Systems Drug Treatment Court (DTC) Enhancement Project**, Baltimore, MD. Evaluator. 2010-2014. Funded by the Bureau of Justice Assistance and Substance Abuse Mental Health Services Administration/Center for Substance Abuse Treatment. Develop DTC evaluation plan and conduct process and outcome evaluation of the impact of enhanced services for new and existing drug court participants.
- **National Institute of Corrections Women Offender Initiative**, Washington DC. Consultant.
 - Develop database of organizations targeting justice involved women across multiple spectrums – criminal justice, health, public policy, advocacy, and legislative. 2012-2014.
 - Employment and Female Offenders Literature Review. 2008-2010.
 - Comparison of Male and Female by domains identified in the Gender Responsive Risk/Needs Assessment Trailer developed by Dr. Patricia Van Voorhis. 2007-2009.
- **Prison Outreach Ministry Inc. Welcome Home Reentry Program**, Evaluator. 2007-2009, 2011-2012. Evaluation of multi-jurisdictional faith-based mentoring program.
- **Baltimore County Local Management Board**, Baltimore MD. 2011-2015, 2016.
 - Turning Pages Family Reading Club. Evaluation Technical Assistance, 2016.
 - Disproportionate Minority Contact Project Evaluation of 2010-2011, 2011-2012 and 2013-2014 school referral data.
- **Workforce Solutions Group of Montgomery County**, Wheaton, MD. Evaluator.
 - Healthcare Navigator Expansion Project, 2010-2011.
 - Healthcare Navigator Pilot Project and cost-benefit analysis. 2010.
- **National Women's Prison Project**, Baltimore City, MD. Evaluator. 2010-2011. Process and outcome evaluation of The Women's Collaborative Pilot Project.
- **Housing Opportunities Commission**, Kensington, MD. Evaluator. 2010-2011.
 - Resident Opportunity and Self-Sufficiency (Ross) Aiming for Careers program

- Resident Opportunity and Self-Sufficiency (Ross) Seneca Ridge Neighborhood Network
- Resident Opportunity and Self-Sufficiency (Ross) Youth Aiming for Careers program
- **Justice & Security Strategies, Inc.**, Silver Spring, MD. Consultant.
 - Mistral Security Pilot Program, Data analysis and evaluation support. 2009-2012.
 - Jail Recidivism in Montgomery County, MD. Data collection and analysis. 2008-2009.
- **Power Inside**, Baltimore City, MD. Consultant & Evaluator. 2008-2009.
 - Draft program evaluation; funded by Open Society Institute, Baltimore City, MD.
 - Develop protocol for effective access to Baltimore City Health Department Buprenorphine Initiative treatment and Power Inside Case Management services.
- **Montgomery Works**, Montgomery County, MD Benchmark Project. Consultant. 2008.
- **Rowan University Center for Addiction Studies**, Glassboro, NJ. 2007-2008.
 - Evaluator. 2007-2008 New Jersey Consortium Alcohol and Party Drug Prevention Resource Centers Social Norms Project conducted at colleges and universities.
 - Co-Evaluator with Nadine M. Connell, Ph.D. New Jersey Department of Education 2007-2008 Social Norms Project conducted at middle and high schools.
 - External Evaluator. New Jersey Department of Education 2005-2007 Social Norms project conducted at middle and high schools.

Service Projects:

- **Guiding Eyes for the Blind.** Analysis of survey data. Yorktown Heights, NY. 2012-2013.
- **Veteran Inmates in Maryland** A Report for Office of Transition Services, Maryland Department of Public Safety and Correctional Services. Baltimore, MD 2013
- **Women Released from MCIW – A Recidivism Analysis of Long-Timers.** An examination of all women released from MCIW and BPRU from FY2007 to FY2010 on behalf of the Department of Public Safety and Correctional Services Female Offender Management Workgroup. 2012-2014.
- **At Time of Release - Inmate Homeless Census Report for the Transition Services and Community Initiative Project.** State of Maryland Division of Correction. Baltimore, MD. 2011.
- **Baltimore City MD-REP/PI Window Replication Project.** 2007-2011. A collaboration between Power Inside, Catholic Charities' Maryland Re-Entry Partnership, Baltimore City Mayor's Office of Criminal Justice and Choice Research Associates to replicate Power Inside's Window Study with pre-trial detainees and those within hours of release from Baltimore City Detention Center. Study assesses needs and anticipated barriers to reintegration after detention.

Consulting:

- **Institute for Governmental Service and Research**, College Park, MD. Principal Faculty Specialist April 2011 to Present
 - Co-Principal Investigator, Village of Martin's Additions Municipal Survey Project. 2024.
 - Co-Principal Investigator and Project Director, Rural Maryland Council (RMC) Survey Project. 2023.
 - Co-Principal Investigator and Project Director, Maryland Criminal Intelligence Network (MCIN) Program Implementation Evaluation. Funded by the Maryland Governor's Office of Crime Prevention, Youth, and Victim Services. March to June 2022.
 - Co-Principal Investigator, Violent Gang and Gun Crime Reduction Program in Prince George's County (Project Safe Neighborhoods). Project Director 2019-2020. Funded by the Bureau of Justice Assistance (BJA) at the U.S. Department of Justice Project Safe Neighborhoods, 2017-2020
 - Analysis, Evaluation of Call-In Meetings under Project Safe Neighborhoods, 2015-2016.
 - Principal Investigator, Evaluation of Safe Streets Grant, Maryland Department of Labor, Licensing and Regulation 2014-2015.
 - Principal Investigator, Evaluation of Second Chance Act Technology Careers Grant Program, Maryland Department of Labor, Licensing and Regulation 2012-2014.

- **Justice Information Resource Network (formerly Justice Research and Statistics Association)**, Washington, DC. Research Associate 2012-2018.
 - Principal Investigator, Building Capacity for Performance Measurement and Evaluation (BCPME), funded by Justice Grants Administration, Washington DC. 2013-2018.
 - Principal Investigator, Seeking Alignment between Evidence Based Practices and Jail Based Reentry Services in the District of Columbia. Analysis of the District's Secure Custody Populations, funded by the Criminal Justice Coordinating Council 2016-2017.
 - Principal Investigator, Victim Legal Network of DC (VLNDC), funded by Office of Victim Services and Justice Grants, Washington DC. 2014-2016.
 - Principal Investigator, Domestic Violence Housing Evaluation, funded by Office of Victim Services and Justice Grants, Washington DC 2014-2016.
 - National Juvenile Justice Evaluation Project, Research Associate, 2012-2014.
 - BJA Center for Program Evaluation and Performance Management Project, 2010-2011.
- **Center for Substance Abuse Research**, College Park, MD. Assist MOTHER project. 2009.

Teaching:

Invited Lecturer:

- “Program Evaluation: Bringing Methods to Madness” with Lisa M. Pierotte (2022). Guangdong Peizheng College, Guangzhou, Guangdong Province, China. May 2022.

Lecturer: University of Maryland, College Park, Department of Criminology & Criminal Justice

- Treatment of Criminals and Delinquents (CCJS452), Spring Semester 2008-2012.
- Criminal Justice and Criminological Research Methods (CCJS300), Fall 2002.

Faculty: University of Maryland, Nanjing Normal University Master's Degree Program

- Criminal Justice System Planning (CCJS720), March 2010.

Guest Lecturer: University of Maryland Office of International & Executive Programs, College Park.

- Topics: “The U.S. Criminal Justice System” 2007-2009, 2013; “Community Corrections” 2007-2008; “The Process of Research” 2007; “Evaluation of Community Corrections” 2012.

Faculty Research Assistant: University of Maryland, College Park. 2004-2006.

Maryland State Commission on Criminal Sentencing Policy 2005-2006.

- Policy Analyst: Researched utilization of alternatives to incarceration for non-violent drug offenders. Conducted statewide inventory of correctional alternatives to incarceration.

Youth Strategies Grant, Dr. Denise Gottfredson, PI 2004-2005.

- Team Leader: **Comprehensive Case Management (CCM) Evaluation**. Oversaw evaluation of Youth Strategy Grant (YSG) Comprehensive Case Management (CCM) programs, utilizing the Program Development Evaluation (PDE) Method.
- Co-Evaluator: **Calvert County Family Coordination Center (FCC)**. Conducted a process and outcome evaluation using the PDE method.

Research Assistant: University of Maryland, College Park. 2002-2004.

Youth Strategies Grant, Dr. Denise Gottfredson, PI

- Manager: **Fidelity Team** 2003-2004. Supervised work of five Research Assistants, resolved implementation measurement issues, and produced quarterly reports.
- Evaluator: **Frederick County** 2003-2004. Evaluated three YSG funded programs utilizing the PDE method, created instruments for implementation and outcome data.
- Research Assistant: **Fidelity Implementation Project** 2002-2003. Coordinated efforts to conduct process evaluations of Youth Strategies Grant (YSG) programs.

Research & Teaching Experience: University of Maryland, College Park. 1998-2002.

Research Assistant

- **Dr. Charles Wellford.** 2001-2002.
- **Dr. Sally S. Simpson P.I.** 2000-2002. Interviewer: **Women's Experience of Violence: Victimization and Offending in the Context of Women's Lives.** Assisted in instrument development and conducted interviews using life history calendar with women in the Baltimore City Detention Center.
- **Dr. Shawn D. Bushway.** 2000-2001. **Sleeping Giant of Welfare Reform: A Panel Study of Welfare Reform at the State Level.** Compiled database of welfare caseloads, female crime rates, and state-level economic and demographic indicators for a longitudinal study of welfare reform on the criminal participation rates of women.
- **Dr. Shawn D. Bushway.** 2000-2001. Co-Evaluator: **Helping Students to Learn Statistics: An Assessment of Study Skills in a Criminal Justice Statistics Class.** Designed and lead implementation of an evaluation in two large lecture classes. Created all qualitative components, and maintained the data collection database.

Teaching Assistant:

- **CCJS600 Criminal Justice.** Fall 2001. Under the direction of Dr. Charles Wellford, constructed the course in WebCT and graded article summaries.
- **CCJS611 Statistical Tools for Criminal Justice.** Spring 2001. Under the direction of Dr. Shawn D. Bushway, taught the computer lab section of the course. Implemented and maintained the course website on WebCT.
- **CCJS 200 Statistics for Criminology and Criminal Justice.** Spring & Summer 2000.
 - Summer 2000. Under Instructor Leanna Allen, graded weekly homework and exams.
 - Spring 2000. Under Dr. Shawn D. Bushway, taught three sections of the weekly discussion class, graded weekly homework, exams, and assisted with the WebCT on-line component.

Intern:

- **Dr. Doris L. MacKenzie, P.I.** Spring, 1998. **National Survey of Juvenile Facilities.** Processed survey materials and data cleaning of pre- and post-test materials.

Papers

- **Flower, Shawn M.,** Pheasant, Madeline, Harmon-Darrow, Caroline, Nancy D. Frank, and Zachary Rowan. (Manuscript submitted for publication) Rebuilding Bridges: Prisoner Reentry Mediation and Recidivism
- Richardson, Rebecca and **Shawn M. Flower** (2014). How Gender of Ex-Offenders Influence Access to Employment Opportunities. *Journal of Applied Rehabilitation Counseling*, 45, (4), 35-43.
- Shdaimah, Corey, Charlotte Bright, Benjamin Kaufman, and **Shawn M. Flower** (2014) Neighborhood Assessment of Prostitution as a Pressing Social Problem and Appropriate Responses: Results from a Community Survey. *Criminal Justice Policy Review*, 25, (3), 275-297. Published Online December 2012 DOI: 10.1177/0887403412466671
- **Flower, Shawn M.** & Lorig Charkoudian. (2013). Re-Entry Mediation: Reducing Recidivism by Building Relationships. *JRSA Forum*, 31, (4), Available: <http://www.jrsa.org/pubs/forum/dec2013/31-4/recidivism.htm>
- Charkoudian, Lorig, Cosgrove, Bonita L., Ferrell, Dennis P., and **Shawn M. Flower** (2012). The Role of Family and Pro-Social Relationships in Reducing Recidivism. *Corrections Today*, Aug/Sept.

- **Flower, Shawn M.** (2010). Employment and Female Offenders: An Update of the Empirical Research. Washington, DC: U.S. Department of Justice, National Institute of Corrections. Accession Number 024662. Available: <https://choiceresearchassoc.com/wp-content/uploads/2025/03/Employment-and-Female-Offenders-508-PDF.pdf>
- Charkoudian, Lorig and **Shawn M. Flower** (2010). Prisoner Re-Entry Mediation: Unlocking the Potential of Relationships in Tough Economic Times. Dispute Resolution Magazine, 16, (2), Winter 2010.
- **Flower, Shawn Marie** (2007). Predicting Success in the Montgomery County Pre-Release Center: The Actuarial Efficacy of the Selection Suitability Scale. Doctoral Dissertation, May 2007.
- Bushway, Shawn D., and **Shawn M. Flower** (2002). Helping Criminal Justice Students Learn Statistics: A Quasi-Experimental Evaluation of Learning Assistance. Journal of Criminal Justice Education, Volume 13 (1).
- **Flower, Shawn M.** Welfare Receipt and Female Offending: A Panel Study of Welfare Reform Demonstrations and the Crime Rates of Women. Unpublished Master's Thesis. January 2002.
- **Flower, Shawn M.** From Dependency to Independence: An Ethnographic Study of Welfare Reform in Maryland. Unpublished. January 2001.
- **Flower, Shawn M.** Do You See What I See? An Assessment of Videotape and Self-Report Surveys as Measures of Perception in Juvenile Correctional Facilities. An Honors Independent Study Thesis. May 1999.

Selected Technical Reports

- Rader, Emily and **Shawn M. Flower** (2025). Implications of Fines and Fees in the Criminal Justice System. The Anat Project, Moss Justice Partners.
- **Flower, Shawn M.**, Pierotte, Lisa Marie and Cadee Eberhardt (2024). ETO Support Project: District of Columbia Housing First (HF) FY2021 to FY2024 Final Report. (Unpublished Report). Washington DC: Office of Victim Services and Justice Grants.
- **Flower, Shawn M.**, Pierotte, Lisa Marie and Cadee Eberhardt (2024). ETO Support Project: District of Columbia Reentry Coalition (DCRC) Fiscal Year 2023 to 2024 Report. (Unpublished Report). Washington DC: Office of Victim Services and Justice Grants.
- **Flower, Shawn M.** and Cooper, Sharon Gibbs (2024). Village of Martin's Additions Municipal Survey Project 2024 Annual Survey Report. Institute for Governmental Service and Research. University of Maryland, College Park, MD.
- Lentz, Christina, N., Pierotte, Lisa Marie, and **Flower, Shawn M.** (2024). Labor Trafficking Project: Dispelling Myths and Establishing Collaborations (Unpublished Report). Office of Human Trafficking Prevention of Howard County.
- Farley, Erin J., and **Shawn M. Flower** (2024). Standards and Challenges in the Effective Process of Post-Disposition Juveniles: A Literature Review. Washington, DC: The Moss Group (Unpublished Report).

- **Flower, Shawn M.** (2023). An Examination of Referrals to COVERS for Crime Victims' Rights Assistance. (Unpublished Report) Washington, DC: Network for Victim Recovery of DC (NVRDC), Crime Victims' Rights of DC (COVERS) Project, pursuant to award number 2020-V3-GX-K020, awarded to NVRDC by the Office for Victims of Crime (OVC), Office of Justice Programs, U.S. Department of Justice.
- **Flower, Shawn M.** and Lisa Marie Pierotte (2023). SANE-A Training Evaluation Summary Report (Unpublished Report) Washington, DC: District of Columbia Forensic Nurse Examiners (DCFNE). Funded by District of Columbia, Department of Health (DC Health) grant number CHA2023-000017.
- Pierotte, Lisa Marie and **Shawn M. Flower** (2023). Forensic Nurse Examiner's Experiences with SANE-A Training: Building Capacity for Survivors and Those that Serve Them (Unpublished Report) Washington, DC: District of Columbia Forensic Nurse Examiners (DCFNE). Funded by District of Columbia, Department of Health (DC Health) grant number CHA2023-000017.
- **Flower, Shawn M.**, Pierotte, Lisa Marie and Cadee Eberhardt (2023). ETO Support Project: District of Columbia Reentry Coalition (DCRC) Fiscal Year 2020 to 2022 Report. (Unpublished Report). Washington DC: Office of Victim Services and Justice Grants.
- Pierotte, Lisa Marie and **Shawn M. Flower** (2022). From Their Perspective: An Examination of the SANE Hospital Transfer Process (Unpublished Report) Washington, DC: District of Columbia Forensic Nurse Examiners (DCFNE). Sexual Assault Services Infrastructure Development Project of D.C. (SASID Project of DC), funded by District of Columbia, Department of Health (DC Health) grant number CHA-2021-000024-001.
- **Flower, Shawn M.**, Stickle, Wendy, Alipio, Cheryll, Fisher, Cortney, Tripathi, Shefali, and Alexandra Marie Smith. (2022). Maryland Criminal Intelligence Network (MCIN) Program Implementation Evaluation (MIE) Final Report. Institute for Governmental Service and Research, University of Maryland, College Park, MD.
- Pierotte, Lisa Marie and **Shawn M. Flower**, (2022). An Assessment of the Knowledge Gap in Crime Victims' Rights Among Victim Service Providers in the District of Columbia. Washington, DC: Network for Victim Recovery of DC (NVRDC), Crime Victims' Rights of DC (COVERS) Project, pursuant to award number 2020-V3-GX-K020, awarded to NVRDC by the Office for Victims of Crime (OVC), Office of Justice Programs, U.S. Department of Justice. Available: <https://choiceresearchassoc.com/wp-content/uploads/2022/11/Covers-Gap-Assessment-Survey-Report-Final.pdf>
- **Flower, Shawn M.**, Pheasant, Madeline, and Lisa Marie Pierotte (2021). Community Mediation Maryland Re-entry Mediation: A Decade of Service Recidivism Analysis Report. Takoma Park, MD: Community Mediation Maryland. Evaluation Summary Available: <https://choiceresearchassoc.com/wp-content/uploads/2022/11/CMM-Evaluation-Summary-2022.pdf>
- Pierotte, Lisa Marie, **Flower, Shawn M.**, and Sarah Taylor (2021). Rights in Systems Enforced (RISE) Project Overview Report Washington, DC: Network for Victim Recovery of DC (NVRDC), funded by National Crime Victim Law Institute (NCVLI) Rights in Systems Enforced (RISE) Project, pursuant to award number 2018-V3-GX-K018, awarded to NCVLI by the Office for Victims of Crime (OVC), Office of Justice Programs, U.S. Department of Justice. Available: <https://choiceresearchassoc.com/wp-content/uploads/2022/09/RISE-Project-Overall-Report-FINAL.pdf>

- McCann-Sfecla, Ellen, **Flower, Shawn M.**, and Lisa Marie Pierotte (2021). Crime Victims' Rights in the Emergency Room: A Vulnerable Moment Creates an Opportunity for the Future. Washington, DC: Network for Victim Recovery of DC (NVRDC), funded by National Crime Victim Law Institute (NCVLI) Rights in Systems Enforced (RISE) Project, pursuant to award number 2018-V3-GX-K018, awarded to NCVLI by the Office for Victims of Crime (OVC), Office of Justice Programs, U.S. Department of Justice. Available:
http://www.choiceresearchassoc.com/documents/cvr_er_final_report_091421_final.pdf
- **Flower, Shawn M.**, Gerhard, Laura, and Lisa M. Pierotte (2021). ETO Support Project: District of Columbia Reentry Coalition (DCRC) Fiscal Year 2019 and 2020 Summary Report. (Unpublished Report). Washington DC: Office of Victim Services and Justice Grants.
- **Flower, Shawn M.** and Laura Gerhard (2021). ETO Support Project: District of Columbia Reentry Coalition (DCRC) Fiscal Year 2019 and 2020 Brief Summary Report. (Unpublished Report). Washington DC: Office of Victim Services and Justice Grants.
- Ducoste, Mollie, Olaghere, Ajima, and **Shawn M. Flower** (2021). Second Chance for Women Parole Preparation Project, Parole and Female Offenders: A Literature Review. Available:
http://choiceresearchassoc.com/documents/literature_review_03_17_2021_final.pdf
- Olaghere, Ajima and **Shawn M. Flower** (2020). Research Design/Evaluation Plan: Shakespeare in American Communities/Juvenile Justice (Unpublished Report). Washington DC: The National Endowment for the Arts.
- **Flower, Shawn M.**, Bilanin, Jeannie E., Pierotte, Lisa Marie, and Sérgio Tiago Pinto. (2020). Maryland Project Safe Neighborhoods 2017 Final Report. Institute for Governmental Service and Research. University of Maryland, College Park, MD. Available:
https://www.igsr.umd.edu/applied_research/Pubs/MarylandProjectSafeNeighborhoods2017FinalReport.pdf
- Kimchi, Anat, Doelger, Christine M., and **Shawn M. Flower** (2020). A Closer Look at Pretrial Supervision on Public Safety Outcomes: A Summary. Staying Close and Looking Back: An Examination of Desistance in a Maryland Community Corrections Population project. Available:
http://choiceresearchassoc.com/documents/supervision_lit_review_12%202020_final.pdf
- Kimchi, Anat and **Shawn M. Flower** (2020). Impact of COVID-19 On Pretrial Practices – A Summary. Staying Close and Looking Back: An Examination of Desistance in a Maryland Community Corrections Population project. Available:
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¹ Research basis of Pew Charitable Trusts publication (2018) <http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2018/04/south-carolina-reduced-theft-penalties-while-safely-cutting-prison-population>

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- **Flower, Shawn M.** (2009). Welcome Home Re-entry Program Process Evaluation Report for September 1, 2008 to December 31, 2008.
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http://www.choiceresearchassoc.com/documents/social_norms_external_eval_report_2007.pdf
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- **Flower, Shawn M.** and Nadine M. Connell (2005). Evaluation Report –Youth Strategies Grant Comprehensive Case Management Focused Evaluation Final Report 2004-2005. Prepared for Governor’s Office of Crime Control and Prevention.
- **Flower, Shawn M.** (2004). Evaluation Report - Frederick County Youth Strategies Grant Final Report 2003-2004 Multi-Systemic Therapy. Prepared for Governor’s Office of Crime Control and Prevention.
- **Flower, Shawn M.** (2004). Evaluation Report - Frederick County Youth Strategies Grant Final Report 2003-2004 Coordination and Collaboration of Services Project and Afterschool Programs. Prepared for Governor’s Office of Crime Control and Prevention.

- **Flower, Shawn M.** (2003). Evaluation Report - Frederick County Youth Strategies Grant Final Report 2002-2003 of Multi-Systemic Therapy, Coordination and Collaboration of Services Project and Afterschool Specialist. Prepared for Governor's Office of Crime Control and Prevention.
- **Flower, Shawn M.** (2003). Evaluation Report - Calvert County Youth Strategies Grant Final Report 2002-2003 Family Coordination Center. Prepared for Governor's Office of Crime Control and Prevention.

Presentations

- Cooper, Sharon Gibbs and **Flower, Shawn M.**, (2025). "Village of Martin's Additions Municipal Survey Project 2024 Annual Survey Report". Presented to Village of Martin's Additions Council. Online. January, 2025.
- Pierotte, Lisa Marie, and **Flower, Shawn M.** (2025). "Labor Trafficking Project: Dispelling Myths and Establishing Collaborations". Presented to the Office of Human Trafficking Prevention of Howard County. Online, January, 2025.
- Pollitt, Erin, **Flower, Shawn M.**, and Pierotte, Lisa M. (2021). "The Sexual Assault Services Infrastructure Development Project of D.C. (SASID Project of DC): Qualitative and Quantitative Findings from the Evaluation." Accepted thematic panel presented at 2021 American Society of Criminology Conference, Chicago, IL.
- **Flower, Shawn M.** and Pierotte, Lisa M. (2020). "The Sexual Assault Services Infrastructure Development Project of D.C. (SASID Project of DC): Qualitative and Quantitative Findings from the Evaluation." Accepted thematic panel, but canceled due to COVID-19 issues, for presentation at the Annual Meeting of the American Society of Criminology, Washington, DC.
- **Flower, Shawn M.** (2019). "Pretrial Supervision – What Drives Failure to Appear?" American Society of Criminology Conference, San Francisco, CA. November, 2019
- **Flower, Shawn M.** (2019). "DC SANE Program Evaluation". DC Forensic Nurse Examiners and the Network for Victim Recovery of DC "An Insider Look: Sexual Assault Responses in the District". University of District of Columbia, Washington, DC April 2019.
- **Flower, Shawn M.** and Charys R.O. Smith (2018). "DC TROV 2018 Community and Provider Needs Assessment". District's Collaborative Training and Response to Older Victims Meeting, Washington, DC October 2018.
- **Flower, Shawn M.** (2018). "Evaluation of the Good Shepherd Mediation Program: A Decade of Outcomes". Peace and Justice Studies Annual Conference, Philadelphia, PA September 2018.
- Roy, Kevin, John Hart, and **Shawn M. Flower** (2016). "Fathering and Recidivism: An Examination of the Outcomes of Offenders with Children in the Community Mediation Maryland (CMM) Reentry Program". National Council on Family Relations Annual Meeting, Minneapolis, MN November 2, 2016.
- **Flower, Shawn M.** (2016). "An Overview of Employment and Reentry for Women after Incarceration". Federal Bureau of Prisons Female Offender Branch. April, 2016.
- **Flower, Shawn M.** and Erin J. Farley (2015). "Developing a Needs Assessment in Washington, D.C." Victim Legal Network of DC Policy Panel American Society of Criminology Conference, Washington DC. November, 2015.

- Cravens, Matt, Katie Zafft, Patricia Breen, and **Shawn M. Flower** (2015). “Evaluating the Impact of Justice Reinvestment Policies.” American Society of Criminology Conference, Washington DC. November, 2015.
- **Flower, Shawn M.** (2011). “Correctional Programs and Institutional Safety” Maryland Correctional Administrators Association, Local Executive Program, Ocean City. November, 2011.
- Charkoudian, Lorig and **Shawn M. Flower** (2010). “Re-Entry Mediation”. Connecticut Bar Foundation Seventh John A. Speziale Alternative Dispute Resolution Symposium, Achieving the Goals of Criminal Justice: A Role for Mediation? Quinnipiac University School of Law, Hartford. October, 2010.
- Charkoudian, Lorig and **Shawn M. Flower** (2009). “Re-Entry Mediation: Supporting the Bridge from Incarceration to the Community.” American Society of Criminology Conference, Philadelphia. November, 2009.
- **Flower, Shawn M.**, Jacqueline Robarge, Jean E. Lewis, Trevor J. Britt, James Timpson, Gregory Powers and Anika Fontaine (2009). “The Baltimore City Window Replication Project: Summarizing the Re-Entry Needs of Jail Inmates and Releasees – a Collaborative Partnership between Government, Service Providers, and Research.” American Society of Criminology Conference, Philadelphia. November, 2009.
- Robarge, Jacqueline, Anika Fontaine, and **Shawn M. Flower** (2009). “Window Replication Project: Power Inside – Utilization of the Original Window Study Data -- the Benefit of Research for the Practitioner” American Society of Criminology Conference, Philadelphia. November, 2009.
- Britt, Trevor J., Gregory Powers, and **Shawn M. Flower** (2009). “Window Replication Project: Catholic Charities Maryland Re-Entry Partnership - Turning a Time of Crisis into an Opportunity for Change” American Society of Criminology Conference, Philadelphia. November, 2009.
- Lewis, Jean E., James Timpson, and **Shawn M. Flower** (2009). “Window Replication Project: What’s Politics Got To Do With It? Baltimore City Mayor’s Office Proactively Engaged to Render Data-informed Criminal Justice Policy” American Society of Criminology Conference, Philadelphia. November, 2009.
- Uchida, Craig, Stefan LoBuglio, Anne Piehl, **Shawn M. Flower**, and Teresa Still (2009). “Measuring Jail Recidivism in Montgomery County, MD.” American Society of Criminology Conference, Philadelphia. November, 2009.
- Warner, Timothy B., and **Shawn M. Flower** (2009). “Family Re-Entry Center: A Developing Response to a Critical Need”. Christian Association of Prison Aftercare, 8th National Prisoner Reentry Conference, Baltimore. October 2009.
- **Flower, Shawn M.** “Correctional Options Inventory”, Maryland State Commission on Criminal Sentencing Policy, Annapolis. June 5, 2006.
- **Flower, Shawn M.**, Stacy S. Najaka, Nadine M. Connell, Shannon M. Courtney and Denise C. Gottfredson. (2005). “Are Comprehensive Case Management Programs Effective at Preventing or Reducing Delinquency and Problem Behaviors? An Examination of Wrap-Around Services Provided to Children in Need of Supervision and First time Offenders.” American Society of Criminology Conference, Toronto. November 17, 2005.

- **Flower, Shawn M.** (2003). "Do Program Differences Matter in Substance Abuse Treatment? A Contextual Analysis of Treatment Programs". American Society of Criminology Conference, Denver. November 20, 2003.
- **Flower, Shawn M.** "Welfare Receipt and Female Offending: What Welfare Reform Demonstration Policies Tell Us About the Criminal Participation of Women". American Society of Criminology Conference, Atlanta. November 8, 2001.
- Bushway, Shawn D. and Flower, **Shawn M. Flower**. "Using WebCT to Help Students Learn Statistics". Teaching with Technology Conference, University of Maryland, College Park. March 30, 2001.
- **Flower, Shawn M.**, Sally S. Simpson and Shawn D. Bushway. "The Sleeping Giant of Welfare Reform: A Panel Study of Welfare Reform at the State Level". American Society of Criminology Conference, San Francisco. November 17, 2000.
- Bushway, Shawn D., and **Shawn M. Flower**. "The Two Headed Monster Named Shawn: WebCT and Undergraduate Statistics for Criminal Justice". Teaching with Technology Conference, University of Maryland, College Park. April 14, 2000.
- **Flower, Shawn M.** "Do You See What I See? Are Videotape and Self-Report Surveys Equally Comparable Measures of Perception in Juvenile Correctional Facilities?" Research, Performance and Practice: Showcasing Excellence in Undergraduate Scholarship, University of Maryland, College Park. April 21, 1999.
- MacKenzie, Doris L., Gaylene J. Styve and **Shawn M. Flower**. "Objective vs. Subjective Ratings of Correctional Environments: The Utility (or Futility) of Institutional Videotape Analysis". Academy of Criminal Justice Sciences, Orlando. March, 1999.

Training and Technical Assistance

- Pierotte, Lisa M., and **Flower, Shawn M.** (2023, August and 2024, May to August). *Outcomes-Based Training Evaluation: What is it and Why is it Important? Module 1.** Washington, DC: The Moss Group, Inc. (TMG) Comprehensive Corrections Training and Technical Assistance: Improving Institutional Corrections Academy Training project funded by the Bureau of Justice Assistance (BJA) District of Columbia, Department of Health (DC Health) grant number 2019-RY-BX-K002.
- Pierotte, Lisa M., and **Flower, Shawn M.** (2023, August and 2024, May to August). *Outcomes-Based Training Evaluation: How to Design your Evaluation and When to Implement It. Module 2.** Washington, DC: The Moss Group, Inc. (TMG) Comprehensive Corrections Training and Technical Assistance: Improving Institutional Corrections Academy Training project funded by the Bureau of Justice Assistance (BJA) District of Columbia, Department of Health (DC Health) grant number 2019-RY-BX-K002.
- Pierotte, Lisa M., and **Flower, Shawn M.** (2023, August and 2024, May to August). *Outcomes-Based Training Evaluation: Data Collection and Analysis. Module 3.** Washington, DC: The Moss Group, Inc. (TMG) Comprehensive Corrections Training and Technical Assistance: Improving Institutional Corrections Academy Training project funded by the Bureau of Justice Assistance (BJA) District of Columbia, Department of Health (DC Health) grant number 2019-RY-BX-K002.

*Series combined into a single training presentation available here: <https://www.mossgroup.us/bja-resources/training-evaluation/>

Other Professional Experience

Spacelink International, Washington, D.C.

Executive Assistant July 2001 to June 2003.

Provided administrative assistance to President/CEO and Vice President/Director of Operations on a part time basis.

Administrative Manager September 1997 to August 1999.

Performed a myriad of administrative functions for a small satellite communications company including management of administrative personnel, drafting proposals, correspondence and marketing materials, processing accounts payable and expense reports.

Zapruder & Odell, Washington, D.C.

Legal Secretary May 1992 to August 1997.

Provided secretarial support to the Office Administrator and two partners engaged in corporate tax law, including large case litigation.

White, Verville, Fulton & Saner, Washington, D.C.

Administrative Assistant February 1990 to May 1992.

Provided general administrative support for Senior Partner specializing in education regulation and legislation.

The Doctors Business Bureau, San Francisco, California

Collection Agent/Client Service Representative February 1987 to October 1989.

Expedited subrogation claims for the State of California, Department of Transportation. Duties included assessing liability, negotiating settlements and disputes with insurance companies and clients.

The Pacific Bank, San Francisco, California

Letter of Credit/Telex Specialist October 1984 to December 1986.

Crocker National Bank, San Francisco, California

Teller, Operations Clerk and Customer Service February 1981 to September 1984.

Activities and Service

- **Stevie Awards for Women in Business**, Judge 2024
- **University of Southern Maine Institutional Review Board**, Member 2020 to Present.
- **Justice Quarterly**, Reviewer, 2018 to Present
- **George Mason Transdisciplinary Center for Advanced Study Competition**, Reviewer, 2019
- **Maryland Department of Public Safety and Correctional Services, Female Offender Management Workgroup**, Chair, 2010 to 2013; Member, 2009-2010, 2014, 2015-
- **Maryland Department of Public Safety and Correctional Services, Female Offender Management Workgroup, Program Quality Subcommittee**, Member, 2009-2010
- **Maryland Correctional Institute for Women (MCIW) College Degree Program**, Executive Committee Member 2012 to 2014; Board Member, 2010 to 2014.
- **Women Moving Forward Conference**, Member, Steering Committee and Chair, Evaluation Subcommittee, 2009-2018; 2022 to Present, Steering Committee Co-Chair, 2011, 2016, 2022, 2024
- **Montgomery County Pre-Release Center Community Advisory Board**, Rockville, MD. Member, December 2006 to 2012.
- **Camp Hope, Onesimus Human Resource Development Inc.** Camp Counselor. 2009-2011
- **Prostitution Docket Data & Evaluation Subcommittee**, Baltimore, MD. Member, 2007-2009
- **University of Maryland Senate Executive Committee**, Member, 2003-2004
- **University of Maryland Senate Human Relations Subcommittee to Review and Revise the University of Maryland Sexual Harassment Policy**, Member, 2003-2004
- **University of Maryland Senate**, Graduate Student Senator, 2003-2004
- **University of Maryland Senate Human Relations Committee**, Member, 2001-2003

- **CHOICE Program**, Tutor, University of Maryland, 2000
- **Beta Sigma Phi, Theta Iota Chapter**, 1990-1999. Offices Held: President, Vice President, Recording Secretary, Chapter Advisor, Membership Chair, and Service Committee. Honors: Valentine Princess, 1993, Theta Iota Woman of the Year, 1991-1992
- **D.C. Special Olympics**, Adopt a Delegation Chair 1991 & 1992, Volunteer 1990

Associations

- **American Evaluation Association**, December 2012 to Present
- **American Society of Criminology**, January 1998 to Present
- **Academy of Criminal Justice Sciences**, May 2007 to 2010, 2023 to Present
- **American Correctional Association**, January 2008 to 2014
- **International Community Correction Association**, 2009 to 2014

Awards and Honors

- **Distinguished Teaching Assistant** 2000-2001, Department of Criminology & Criminal Justice
- **Peter P. Lejins Award for Academic Excellence**, May, 1999
- **Commencement Speaker, College of Behavioral and Social Sciences**, May 24, 1999
- **Alpha Phi Sigma, National Criminal Justice Honor Society**, September 1998 to Present
- **University of Maryland Dean's List** (GPA: 4.0)
- **Beta Sigma Phi Scholarship**, May 1997
- **Phi Theta Kappa International Honor Society**, April 1996
- **Italian Cultural Club of Washington Merit Scholarship**, DC, May 1996
- **Northern Virginia Community College Dean's List** (GPA: 3.67)

Computer Skills

Statistical Analysis: SPSS, Stata

Database Development: Microsoft Access

Forms Processing: Gravic Remark OMR