

**Patricia Dalton**  
**Chief Operating Officer**  
**U.S. Government Accountability Office**

As the Chief Operating Officer of the U.S. Government Accountability Office, Ms. Dalton assists the Comptroller General of the United States in providing leadership and vision for this legislative branch agency. She is responsible for day-to-day management to ensure that GAO, “the Congressional Watchdog,” effectively supports Congress in meeting its constitutional responsibilities. Ms. Dalton oversees the development of more than 1,000 reports and testimonies to Congress each year. These and other GAO initiatives provide critical information for decisionmaking, save the taxpayers billions of dollars, and improve a wide range of government programs and services.

From 2008 until 2011, Ms. Dalton served as Managing Director of the Natural Resources and Environment team, where she headed up GAO’s work on agriculture and food safety, energy, environment, federal land stewardship, water resources, U.S. and international nuclear security, and science and technology issues. Previously, Ms. Dalton was the Managing Director of the Physical Infrastructure team, overseeing transportation, telecommunications, federal property, and Postal Service issues.

Ms. Dalton has more than 30 years of federal government experience. She joined GAO in November 2001 as a Director in the Strategic Issues (SI) team. In SI, she directed GAO’s work related to government management issues, particularly performance management and the Government Performance and Results Act, and organization structure and design. She also was responsible for work related to the decennial census and the Census Bureau, intergovernmental relations, and tools of government.

Ms. Dalton’s career with the federal government began in 1979 as a program analyst at the Department of Labor (DOL). She later moved into a number of leadership positions at the department, including Director, Office of Financial Management Audits and Regional Inspector General for Audits in Philadelphia. In 1993, the Department of Army appointed her to the Senior Executive Service as the Director of Audit Policy, Planning and Resource Management for the U.S. Army Audit Agency. Ms. Dalton returned to DOL in 1994 as Deputy Inspector General (IG) and served as Acting IG from January through December 2000. She oversaw operations of the IG office, including the audit, evaluation and investigations programs, and directed the development of the agency’s strategic and performance planning systems.

Ms. Dalton received her undergraduate degree from the College of the Holy Cross and holds a Master of Business Administration from the University of Massachusetts. She is a fellow of the National Academy of Public Administration (NAPA). She received a National Public Service Award, sponsored by the American Society for Public Administration and NAPA, in 2012.

**Gary Blackmer  
Director  
Audits Division  
Oregon Secretary of State**

Gary Blackmer was appointed Director of the Audits Division in 2009 by Kate Brown, the Oregon Secretary of State. The Division conducts performance, financial, and information technology audits, monitors financial audits of local governments, and responds to hotline allegations. Previously, Blackmer served 10 years as the elected Portland City Auditor, eight years as elected Multnomah County Auditor, a management auditor, and analyst for a variety of state and local agencies. Blackmer is past-Chair of PNIAF, past-President of the Association of Local Government Auditors, and a columnist for the Local Government Auditing Quarterly. Gary became a Certified Internal Auditor in 1988, received a bachelor's degree from Northern Illinois University, and was a student in the Systems Science PhD Program at Portland State University.

**Phyllis K. Fong**  
**Chair of Council of the Inspectors General on Integrity and Efficiency (CIGIE) &**  
**Inspector General, U.S. Department of Agriculture**

Phyllis K. Fong was sworn in as Inspector General for the U.S. Department of Agriculture (USDA) on December 2, 2002. She is the senior official responsible for audits, evaluations, investigations, and law enforcement efforts relating to USDA's programs and operations. USDA's mission includes the management of traditional farm programs, private lands conservation, domestic food assistance, agriculture research and education, agricultural marketing, international trade, meat and poultry inspection, forestry, and rural development programs.

In November 2008, Ms. Fong was elected as the first Chairperson of the Council of Inspectors General on Integrity and Efficiency (CIGIE), which was established by the Inspector General Reform Act of 2008, to consolidate the former President's Council on Integrity and Efficiency and Executive Council on Integrity and Efficiency. She is currently serving her third term in that position. CIGIE's members include 73 Federal Inspectors General, and its mission is to promote economy and effectiveness in Federal programs through coordinated Governmentwide activities.

Ms. Fong also serves as a member of the Recovery Accountability and Transparency Board, which was established by Congress to oversee Federal spending under the American Recovery and Reinvestment Act of 2009. The Board's responsibilities have recently expanded to include oversight of disaster relief funds for Hurricane Sandy.

Prior to her appointment at USDA, Ms. Fong served as the Inspector General of the U.S. Small Business Administration from April 1999 until December 2002.

**Ronald L. Jones**  
**Chief Examiner**  
**Department of Examiners of Public Accounts**  
**State of Alabama**

Ronald L. Jones is the Chief Examiner of the Alabama Department of Examiners of Public Accounts and is currently serving his fourth 7-year term as Chief Examiner. Beginning work in 1970 at the Department and founding the Operational Audit Division. The Alabama Department of Examiners of Public Accounts is the Legislative Audit Agency and is responsible for performing audits of state agencies and departments, institutions of higher education, county commissions, county boards of education, revenue commissioners, sheriffs, district attorneys, the courts, probate judges and various other public agencies. He currently serves as the Vice Chair of the National Intergovernmental Audit Forum and is the state representative from the Southeastern Intergovernmental Audit Forum. He is a past president of the National State Auditor's Association (NSAA), The National Association of State Auditors, Comptrollers and Treasurers (NASACT) and has served on numerous committees over the years. He is a member of the Association of Government Accountants (AGA), the Government Finance Officers Association (GFOA), the Association of Certified Fraud Examiners (ACFE), and the American College of Forensic Examiners International, (ACFEI). Mr. Jones is a graduate of Troy University and has a BS in Accounting. He is married and has 4 adult children and 9 grandchildren.

**Jerry Heer**  
**Director of Audits**  
**Audit Services Division**  
**Milwaukee County Office of the Comptroller**

Jerry Heer has been the Director of Audits for Milwaukee County, Wisconsin since 1995. The Audit Division of the Milwaukee County Comptroller's Office, with its 16 member staff, provides oversight for an annual expenditure budget about \$1.3 billion. Jerry's prior positions include Deputy Director of Audits, Milwaukee County, Wisconsin; Audit Manager, Waukesha County, Wisconsin; Program Analyst for the State of Wisconsin Legislative Audit Bureau and Regional Planner for the Wisconsin Council on Criminal Justice. He obtained a Masters degree from Marquette University and his Bachelor's degree from the University of Wisconsin-Eau Claire. Jerry is a charter member and a past president of the Association of Local Government Auditors. Jerry has been involved with the Midwestern Intergovernmental Audit Forum since 1985 and has served as the Regional Chairperson and a local government regional representative to the National Audit Forum and a member of the National Forum Executive Committee. He also served two terms as a member of the U.S. Comptroller General's Advisory Council on Government Auditing Standards and a local government representative to the Comptroller General's Domestic Accountability Working Group. In 2009, Jerry was awarded the David M. Walker Award for Excellence in Government Performance and Accountability.

**Timothy M. Persons**  
**Chief Scientist**  
**U.S. Government Accountability Office**

Dr. Timothy M. Persons was appointed the Chief Scientist of the United States Government Accountability Office (GAO - the investigative arm of the U.S. Congress) in July of 2008. As such, he is a member of the Senior Executive Service of the U.S. federal government. He is also the Co-Director of GAO's Center for Science, Technology, and Engineering (CSTE), a group of highly specialized scientists, engineers, mathematicians, and information technologists. In these roles he is an expert advisor and chief consultant to the GAO, Congress, and other federal agencies and government programs on cutting-edge science and technology (S&T), key highly-specialized national and international systems, engineering policies, best practices, and original research studies in the fields of engineering, computer, and the physical and biological sciences to ensure efficient, effective, and economical use of science and technology in government programs. He also works with GAO's Chief Technologist to lead the production of Technology Assessments for the U.S. Congress on topics such as nanomanufacturing, freshwater conservation technologies, climate engineering technologies, and next-generation nuclear detection and non-intrusive imaging systems. Prior to joining GAO, Dr. Persons held key leadership roles at the Office of the Director of National Intelligence and the National Security Agency.

Dr. Persons is a 2012 recipient of the Arthur S. Flemming award in recognition of sustained outstanding and meritorious achievement within the U.S. federal government; and a 2012 recipient of GAO's Big Picture Award for significant project achievement involving the ability to look longer, broader, and more strategically at key national or global issues. In 2007, Dr. Persons was awarded a Director of National Intelligence Science and Technology Fellowship focusing on computational imaging systems research. He was also selected as the James Madison University (JMU) Physics Alumnus of 2007. He has also served as a radiation physicist with the University of North Carolina at Chapel Hill. He received his B.Sc. (Physics) from JMU, a M.Sc. (Nuclear Physics) from Emory University, and a M.Sc. (Computer Science) and Ph.D. (Biomedical Engineering) degrees from Wake Forest University. He is a senior member of the Institute for Electrical and Electronic Engineers (IEEE), Association for Computing Machinery (ACM), serves on the World Future Society Global Advisory Council, and has authored or co-authored an array of journal, conference, and technical articles.

**Stanley J. Czerwinski**  
**Director**  
**Strategic Issues**  
**U.S. Government Accountability Office (GAO)**

Mr. Czerwinski is the Director for Intergovernmental Relations at the U.S. Government Accountability Office, where he is responsible for leading a broad range of evaluations concerning federal, state, and local governments. Immediately prior to assuming his current position, Mr. Czerwinski was GAO's Controller, where he oversaw GAO's budget, financial management, acquisitions, facilities, and security. He also has served as the Director for Housing and Telecommunications, Associate Director for Housing and Community Development, and Associate Director for Environmental Protection issues.

Earlier in his GAO career, Mr. Czerwinski was the Assistant Director in charge of reviews of the Superfund Program and Project Director for the Hurricane Andrew Task Force. Early in his career, Mr. Czerwinski worked at both the Congressional Research Service and the Congressional Budget Office.

Mr. Czerwinski has a master's degree in public administration from the University of Massachusetts and a bachelor's degree from Wesleyan University in Connecticut. He is a fellow of the National Academy of Public Administration and has earned numerous GAO honors including the Rank of Meritorious Senior Executive, the John H. Luke Award for Mentoring, and Meritorious and Client Service Awards.

**Steve Lord**  
**Director**  
**Forensic Audits and Investigative Service**  
**U.S. Government Accountability Office**

Stephen Lord is a Director in GAO's Forensic Audits and Investigative Services team. He leads complex audits of various U.S. executive branch programs utilizing specialized data matching and forensic audit and investigative techniques. Before his appointment to the Forensic Audits and Investigative Services team in December 2012, he led numerous GAO reviews of aviation and surface transportation security programs, and regularly discussed these issues before Congress and various industry forums.

Before his appointment to GAO's senior executive service in 2008, Mr. Lord led GAO's work on a number of sensitive international security and finance programs, including U.S. reconstruction and security programs in Iraq, World Bank anticorruption programs, and U.S. trade and promotion programs.

Steve is the recipient of numerous GAO awards for exceptional performance, including GAO awards for distinguished service, meritorious service, integrity, and community service.

He holds a B.A. from the University of Virginia, a M.B.A. from George Mason University, and a M.S. in National Security Strategy from the National War College. He also completed the Senior Executive Fellowship program at Harvard University in May 2008.



**Kathleen S. Tighe**  
**Chair, Recovery Accountability and Transparency Board &**  
**Inspector General, U.S. Department of Education**

On December 23, 2011, Kathleen S. Tighe was appointed by President Obama to chair the Recovery Accountability and Transparency Board while continuing to serve as the Inspector General of the Department of Education, a position to which she was appointed in March 2010. In June 2011, Inspector General Tighe was also appointed to serve on the Government Accountability and Transparency Board.

Ms. Tighe has a long and distinguished career in government accountability and a wealth of experience in fighting fraud. Prior to taking the helm at the Department of Education, she was the Deputy Inspector General of the Department of Agriculture. From 1995 to 2005, she served as Counsel to the Inspector General, General Services Administration and, before that, as an Assistant Counsel for the Office of Inspector General.

From 1988 until 1991, Ms. Tighe was a Trial Attorney in the Fraud Section of the Commercial Litigation Branch of the Department of Justice. In that post, she litigated cases under the civil False Claims Act involving government agencies, including the Department of Defense, the Department of Agriculture, and the General Services Administration. Prior to her government service, Ms. Tighe was in private practice with the law firm Lewis, Mitchell & Moore.

As a senior government official, Ms. Tighe has repeatedly demonstrated her strong commitment to transparency and accountability. At the Department of Education, she has focused on recovering funds misused by contractors and others. As a member and now as chair of the Recovery Board, she has been a strong advocate for providing clear accountability on how Recovery Act funds are distributed by Federal agencies and used by recipients.

Ms. Tighe also has played an active role in the operations of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), an independent entity established by Congress to promote economies and efficiencies in government. She is the chair of CIGIE's Information Technology Committee and is a member of the CIGIE Audit Committee. She has lectured frequently to both government and private organizations on issues relating to fraud, waste and abuse in government programs.

Ms. Tighe earned her law degree with honors from George Washington University (JD'83). She has a Master's Degree in International Relations from American University (MA'79). She graduated with distinction from Purdue University (BA'76), where she was a member of Phi Beta Kappa.

**John E. Dicken**  
**Director**  
**Health Care**  
**U.S. Government Accountability Office**

John Dicken is a Director for Health Care issues at the U.S. Government Accountability Office where he directs GAO's evaluations of private health insurance and prescription drug pricing issues. Recent areas of focus for GAO reports under Mr. Dicken's leadership include implementation of the Patient Protection and Affordable Care Act, health benefits offered to federal and U.S. Postal Service employees and retirees, and prescription drug payment and pricing in federal programs including Medicare Part D, Medicaid, and the Departments of Veterans Affairs and Defense. He has also led GAO evaluations of nursing home quality of care and long-term care insurance. He previously held Analyst and Assistant Director positions with GAO's Health Care team. Prior to working at GAO, Mr. Dicken was a Senior Analyst for the Presidential Advisory Commission on Consumer Protection and Quality in the Health Care Industry and a legislative fellow with the majority health staff of the Senate Committee on Labor and Human Resources (since renamed the Committee on Health, Education, Labor, and Pensions). Mr. Dicken is a graduate of Carleton College and has a Master's in Public Administration from Columbia University.

**Elaine M. Howle  
State Auditor  
State of California**

With over 30 years of auditing, management, and leadership experience, Elaine M. Howle is California's independent State Auditor providing accurate, unbiased, and timely assessments of financial and operational aspects of state and local government entities. A certified public accountant and a certified government financial manager, Ms. Howle is actively involved in various national organizations devoted to government auditing and accounting. Recognized as a leader in her profession, Ms. Howle was named *Public Official of the Year* by Governing Magazine in November 2012 and received the *David M. Walker Excellence in Government Performance and Accountability Award* in June 2012. Moreover, in 2011 Ms. Howle was named *Outstanding Public Administrator* by the Sacramento chapter of the American Society for Public Administration. She is the past president of the National State Auditors Association and a member of the executive committee for the National State Auditors, Comptrollers and Treasurers. Moreover, she serves on the Federal Government Accountability Office, Domestic Accountability Working Group.

**Thomas M. Salmon**  
**Assistant Inspector General for Audit Services**  
**Office of Inspector General**  
**U.S. Department of Health & Human Services**

Tom has served with distinction as the Vermont State Auditor since 2007. During his tenure, he was responsible for financial, compliance, and performance audits. He directed his staff in using data mining and other tools to complete audits of improper payments, information technology, the Medicaid program, and a number of human services programs. He has worked with diverse groups of people to find ways to improve Government, including U.S. Government Accountability Office (GAO) Domestic Working Group, Office of Management and Budget (OMB) Administrative Flexibility Workgroup, and the Association of Government Accountants' (AGA) Intergovernmental Partnership.

**Ron Elving**  
**Senior Washington Editor**  
**National Public Radio News**

Ron Elving is the NPR (National Public Radio) News' Senior Washington Editor directing coverage of the nation's capital and national politics and providing on-air political analysis for many NPR programs.

Elving can regularly be heard on *Talk of the Nation* providing analysis of the latest in politics. He is also heard on the "It's All Politics" weekly podcast along with NPR's Ken Rudin.

Under Elving's leadership, NPR has been awarded the industry's top honors for political coverage including the Edward R. Murrow Award from the Corporation for Public Broadcasting, a 2002 duPont-Columbia University Silver Baton for excellence in broadcast journalism, the Merriman Smith Award for White House reporting from the White House Correspondents Association and the Barone Award from the Radio and Television Correspondents Association. In 2008, the American Political Science Association awarded NPR the Carey McWilliams Award "in recognition of a major contribution to the understanding of political science."

Before joining NPR in 1999, Elving served as political editor for *USA Today* and for *Congressional Quarterly*. He came to Washington in 1984 as a Congressional Fellow with the American Political Science Association and worked for two years as a staff member in the House and Senate. Previously, Elving served as a reporter and state capital bureau chief for the *Milwaukee Journal Sentinel*. He was a media fellow at Stanford University and the University of Wisconsin at Madison.

Over his career, Elving has written articles published by *The Washington Post*, the Brookings Institution, *Columbia Journalism Review*, *Media Studies Journal*, and the American Political Science Association. He was a contributor and editor for eight reference works published by Congressional Quarterly Books from 1990 to 2003. His book, *Conflict and Compromise: How Congress Makes the Law*, was published by Simon & Schuster in 1995. Recently, Elving contributed the chapter, "Fall of the Favorite: Obama and the Media," to James Thurber's *Obama in Office: The First Two Years*.

Elving teaches public policy in the school of Public Administration at George Mason University and has also taught at Georgetown University, American University and Marquette University.

With a bachelor's degree from Stanford, Elving went on to earn master's degrees from the University of Chicago and the University of California-Berkeley.

**Glenn P. Harris**  
**Counsel to the Inspector General**  
**U.S. Small Business Administration**

Glenn Harris has served as the Counsel to the Inspector General at the Small Business Administration (SBA) since April, 2004, managing the Legal Division of the SBA Office of Inspector General (OIG). In this capacity, among other duties, Mr. Harris oversees numerous civil fraud, debarment and suspension investigations, supervises the OIG ethics and Freedom of Information Act (FOIA) programs, has delegated authority to issue subpoenas in support of OIG operations, and provides legal advice to the OIG on a wide variety of issues. Mr. Harris is also responsible for managing the OIG's clearance of proposed revisions to SBA regulations and procedures, and has made numerous recommendations to improve SBA rules and internal controls.

Mr. Harris was the Chair of the Council of Counsels to the Inspectors General (CCIG) from 2010 to 2012, a CCIG Vice-Chair from 2008 to 2010, and is a key contributor to the Council of Inspectors General for Integrity and Efficiency (CIGIE) Legislation Committee and Investigations Committee Suspension and Debarment Working Group. Working under the SBA Inspector General, he is also currently leading the CIGIE Investigations Committee cross cutting project to promote the use of civil fraud enforcement actions under the Program Fraud Civil Remedies Act.

Prior to joining the OIG, Mr. Harris worked at the SBA Office of General Counsel, holding the positions of Chief Counsel for Enforcement from 2000 to 2004 and Trial Attorney from 1992 to 2000. During this period, he was also appointed as a Special Assistant United States Attorney in numerous federal districts across the country to handle district court and appellate litigation. Before working at SBA, Mr. Harris was a litigation associate at Piper & Marbury (now known as Piper DLA) and at Dyer, Ellis, Joseph and Mills (now known as Blank Rome LLP). Mr. Harris graduated in 1988 with honors from the George Washington University Law School, where he served on the Law Review and had two articles published.

**Gregory M. Nelson**  
**Healthcare Portfolio Manager**  
**The MITRE Corporation**

Mr. Nelson has over 20 years of experience in business, economic analysis, and policy assessment, working with both public and private sector stakeholders. His experience also includes project leadership, strategic planning, cost analysis, forecasting and economics. As a portfolio manager in the Center for Transforming Health (CTH) at MITRE, he is providing leadership to the new Healthcare Federally Funded Research and Develop Center recently awarded to MITRE by the Centers for Medicare and Medicaid Services. He is also co-leading an initiative to apply the lessons learned from the aviation safety domain to health care. Focusing on predicative analytics, the project aims to combine data from various reporting systems, including Health IT, with the goal of identifying previously undiscovered patient safety issues.

Previously, Mr. Nelson lead the Healthcare Fraud Prevention Partnership project for CMS, with the goal of building a collaborative partnership between the public and private sectors focused on reducing healthcare fraud through data fusion, analytics, and visualization. He provided leadership in developing governance processes and procedures while being aware of legal and policy issues as well as managing data analytics development, the partner engagement strategy and staffing and budgeting.

Before working with CTH, Mr. Nelson supported the Federal Aviation Administration by providing both technical and project leadership on engagements involving aviation safety and security. Greg managed a project to improve the FAA's ability to collaborate with public and private partners, such as the Departments of Defense and Homeland Security, as well as commercial airlines and the general aviation community, with the goal of ensuring effective airspace security over the United States while minimizing the impact on commerce. Earlier in his MITRE career, he was both a technical and project leader on a variety of projects for the FAA, international community, and MITRE research program, including aviation demand forecasting, cost accounting and economic modeling. These projects frequently involved bringing various and disparate stakeholders together across the federal, state, local and private sector to achieve common objectives.

Mr. Nelson holds a Master's in Public Policy from the John F. Kennedy School of Government at Harvard University and a B.A. in Economics from the University of Kansas.

**Gregory Hook**  
**Deputy Legislative Auditor**  
**Maryland Office of Legislative Audits**

Gregory Hook has been employed by the Maryland Office of Legislative Audits (OLA) for over 30 years, serving in various capacities during that time. The OLA conducts audits and evaluations of Maryland State government agencies and local school systems and is a unit within the Department of Legislative Services, which provides staff support for the Maryland General Assembly. Greg was appointed the Deputy Legislative Auditor in December 2012. Prior to that appointment, he was Director of the Fiscal Compliance Audit Division responsible for auditing State agencies to evaluate fiscal operations and compliance with laws and regulations. Previously, he served as Director of the OLA's Performance Audit Division. Greg graduated from Loyola University - Maryland with a B.A. in accounting and is a certified public accountant. He is a member of the American Institute of Certified Public Accountants. Greg is a board member of the Baltimore Chapter of the Institute of Internal Auditors and is also a director for the Maryland Government Finance Officers Association.