

Raymond Struyk, Ph.D., Team Leader

Raymond Struyk, Ph.D., has had a distinguished career as a senior manager and policy analyst in the fields of social assistance, housing policy and mortgage finance, and has extensive policy formulation and program evaluation experience. During the Presidential Administration of Jimmy Carter, Struyk was appointed Assistant Minister for Research and Evaluation at the U.S. Ministry of Housing and Urban Development where he managed a staff of 125 executing and contracting for work in these areas. He was responsible for briefing Congressional staff and staff in the President's Office of Management and Budget on the policy implications of the work his Office completed.

For the past 25 years, Dr. Struyk has worked with think tanks on strengthening their management practices as a way to improve their research quality and outreach effectiveness. From the mid-1980s, Dr. Struyk worked outside the U.S. with an ongoing interest in the public policy development process, particularly in strengthening the role of think tanks in the overall process. In 1990 his focus shifted to Eastern Europe, including a seven-year resident team leader position in Moscow from early 1992 and two years in Hungary. He advised and mentored new think tanks in both countries and throughout the region. He also authored a book in 1999 about the evolution of think tanks' policy influence in the former Soviet bloc. Between 2003 and 2006, Dr. Struyk directed a 3-year think tank mentoring projects in Bosnia and Azerbaijan.

He has conducted management diagnosis and prepared follow-on improvement programs for more than two dozen think tanks. He also has developed and applied a strong methodology for evaluating the effectiveness of programs designed to strengthen think tanks' research quality and effectiveness in moving research-to-policy impact. Several of Dr. Struyk's articles on this work appear in peer-reviewed journals. Overall, he has published about 130 articles in refereed journals and 30+ books on a range of topics.

In the 2010s, Dr. Struyk led impact evaluations of two large, multi-year capacity building projects that involved a total of 59 think tanks in 20 transitional and developing countries. The evaluations used a new methodology in which outcomes were used as the key metric. These were measured by changes in the quality of research executed (as rated by expert reviewers rating major reports) and the perception of the effectiveness of think tanks in policy arena (based on surveys of about 40 active members of the policy community in each country).

Dr. Struyk remains active in consulting with think tanks and their sponsors, primarily in China, about management questions, and he continues to publish in this area. He makes a dozen or so presentations on these topics annually. During the last three years he has given a two-day workshop each year to about 30 Chinese senior think tank staff as part of their study tour in the U.S. organized by the Sino-U.S. Think Tank Institute, where most of these topics are covered. He has been one of the trainers for the Policy Fellows Course approximately 15 times.

Additionally, he brings some experience in Armenia to the project. He worked on the Earth Quake Zone Reconstruction Project during the 2000-2004 period, focusing initially on design issues and then monitoring project developments and trouble shooting. From 2005-2007, under contract with the IFC and KfW, he advised on the development of Armenia's mortgage market. He has served on the Advisory Board of the Urban Foundation for Sustainable Development for the past five years.