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Robert Shepherd is a former federal public servant and management consultant. He joined Carleton University in 2007, and teaches courses in public management, public sector ethics, policy and program evaluation, and Canadian federalism. His research focuses on the changing field of program evaluation and how governments in Canada and around the world are attempting to make the field relevant to various interests. He is also working on several projects related to creating the conditions for Indigenous reconciliation by amending institutional frameworks and the means of relating to this diverse population. Also of interest is the shifting demands of Canadian governments for curbing spending, and framing spending reviews in a way that acknowledges multi-level governance and co-production models for budget and expenditure management.