ACADEMIC CV

# Lucas Thevenard

Researcher and Teaching Assistant

FGV Rio Law — PhD Program in Regulatory Law

RESEARCH INTERESTS

Public participation in regulation; Regulatory Impact Analysis (RIA); regulatory complexity; evidence-based governance; empirical legal studies; NLP and computational methods applied to regulation.

## ACADEMIC PROFILE AND RESEARCH INTERESTS

I am a researcher and university lecturer working in Regulatory Law. I am a visiting researcher at the Regulatory Studies Center at George Washington University. As a member of FGV's Regulation in Numbers project, I conduct empirical research on regulatory processes, with a focus on public participation in regulatory agencies, regulatory impact analysis, and regulatory agendas.

My work combines legal research with quantitative and computational methods, including statistics, machine learning, and natural language processing (NLP). I am particularly interested in using these approaches for policy evaluation, regulatory transparency, and institutional learning.

## ACADEMIC BACKGROUND

**2023–present**    **PhD in Regulatory Law**
FGV Rio Law

In progress.

**2025–2026**    **Visiting Scholar, Regulatory Studies Center**
George Washington University

**2021–2022**    **Master's Degree in Regulatory Law**
FGV Rio Law

**2015–2016**    **MBA in International Relations**
FGV CPDOC

**2006–2011**    **Bachelor of Laws (LL.B.)**
FGV Rio Law

**2009**    **International Exchange Student in France**
Institut d'études politiques (Sciences Po)

## PROFESSIONAL EXPERIENCE

**2020–present**    **Researcher**
FGV Rio Law

Research on empirical regulatory studies, public participation, regulatory improvement tools, and public policy analysis, with an emphasis on quantitative and computational methods.

**2022–present**    **Professor**
FGV Rio Law

### Decision Theory
Focus on risk, uncertainty, decision-making under limited information, and applications of game theory to law and regulation.

### Programming for Lawyers
Co-teach with Prof. José Luiz Nunes, introducing Python fundamentals and data science concepts to law students.

# SKILLS

### Methods and Tools

**Programming and data analysis:** R
(advanced), Python (advanced), JavaScript
(intermediate).

**Empirical analysis and quantitative
methods:** Applied statistics; regression
analysis (linear, logistic); text analysis and
NLP; supervised machine learning; data
visualization.

### Languages

**Portuguese:** native

**English:** fluent

**Spanish:** advanced

**French:** advanced

# SELECTED PUBLICATIONS

## Articles

1. Natasha Schmitt Caccia Salinas and Lucas Thevenard. *"Open Exceptions: Why Does the Brazilian Health Regulatory Agency (ANVISA) Exempts RIA and Ex Post Reviews?"*.
   Journal of Benefit-Cost Analysis · 2024
   DOI: https://doi.org/10.1017/bca.2024.13

2. Lucas Thevenard and Luiz Felipe Monteiro Seixas. *"The Evolution of Normative Production of the Federal Revenue of Brazil (1988-2020): Empirical Analysis and Regulatory Implications"*.
   DIREITO GV L. Rev. · 2023
   DOI: https://doi.org/10.1690/2317-6172202414

3. Natasha Schmitt Caccia Salinas and Lucas Thevenard. *"The use and exemption of Regulatory Impact Assessment by the National Health Surveillance Agency"*.
   Revista Do Serviço Público · 2021
   DOI: https://doi.org/10.21874/rsp.v72.ib.5954

4. Sérgio Guerra, Natasha Schmitt Caccia Salinas, and Lucas Thevenard. *"As agências reguladoras em resposta à crise da COVID-19"*.
   Revista de Administração Pública · 2020
   DOI: https://doi.org/10.1590/0034-761220200321

## Book Chapters

1. Eduardo Jordão, Lucas Thevenard, and Bernardo Schwaitzer. *"Agências Reguladoras Estaduais: Pesquisa Empírica sobre sua Maturidade Institucional"*.
   Book · Editora Juspodivm · 2024
   URL: https://direitorio.fgv.br/publicacao/agencias-reguladoras-estaduais-pesquisa-empirica-sobre-sua-maturidade-institucional

2. Lucas Thevenard and Natasha Schmitt Caccia Salinas. *"Os três pilares da melhoria regulatória"*.
   Book Chapter · Temas Atuais em Regulação e Governança (Parte I, p. 15-55) · 2024
   URL: https://regulacaoemnumeros-direitorio.fgv.br/post/os-tres-pilares-da-melhoria-regulatoria

3. Lucas Thevenard, Natasha Schmitt Caccia Salinas, and Patrícia Regina Pinheiro Sampaio. *"Propostas para assegurar a efetividade das consultas e audiências públicas nos processos regulatórios"*.
   Book Chapter · QualiReg – Boas Práticas Regulatórias (Capítulo 4.1) · 2024
   URL: https://repositorio.cgu.gov.br/bitstream/1/78223/1/Livro_Boas_Praticas_Regulatorias.pdf

4. Lucas Thevenard. *"Fundamentos teóricos da participação social no âmbito das agências reguladoras independentes"*.
   Book Chapter · Teoria do Estado Regulador V (Capítulo 9) · 2022
   URL: https://direitorio.fgv.br/conhecimento/livrosteoria-do-estado-regulador-volume-v

## Reports

1. Natasha Schmitt Caccia Salinas, Lucas Thevenard, Luiz Guilherme Cantarelli, and Luiza Szczerbacki Castello Branco. *"Recursos em queda, obrigações em alta: A sustentabilidade da força de trabalho nas agências reguladoras"*.
   Report · Regulação em Números – FGV Direito Rio · 2025
   URL: https://regulacaoemnumeros-direitorio.fgv.br/post/recursos-em-queda-obrigacoes-em-alta-sustentabilidade-da-forca-de-trabalho-nas-agencias

2. Natasha Schmitt Caccia Salinas, Lucas Thevenard, Luiz Guilherme Cantarelli, and Luiza Szczerbacki Castello Branco. *"Ferramentas de Melhoria Regulatória no Setor de Seguros"*.
   Report · Regulação em Números – FGV Direito Rio · 2025
   URL: https://regulacaoemnumeros-direitorio.fgv.br/post/ferramentas-de-melhoria-regulatoria-no-setor-de-seguros-policy-report

3. Natasha Schmitt Caccia Salinas, Flávio Saab, and Lucas Thevenard. *"Análise dos três anos de regulamentação da AIR no Brasil"*.
   Report · Regulação em Números – FGV Direito Rio · 2024
   URL: https://regulacaoemnumeros-direitorio.fgv.br/post/analise-dos-tres-anos-de-regulamentacao-da-air-no-brasil

4. Lucas Thevenard. *"Participação, linguagem e impacto dos grupos de interesse: análise quantitativa das contribuições recebidas pela Anatel"*.
   Master's Thesis · Repositório Acadêmico – FGV Direito Rio · 2022
   URL: https://repositorio.fgv.br/items/8d482b3c-b5d9-4759-afa2-2307915bd2bf

# Op-eds

1. Natasha Schmitt Caccia Salinas, Lucas Thevenard, and Flávio Saab. *"How Many Are Too Few? Analyzing the Diversity of Regulatory Options Considered in Brazilian RIAs"*.
   Regulatory Studies Center – Commentaries & Insights · 2025
   URL: https://regulatorystudies.columbian.gwu.edu/how-many-are-too-few-analyzing-diversity-regulatory-options-considered-brazilian-rias

2. Lucas Thevenard and Luiz Felipe Monteiro Seixas. *"Qual a dimensão da produção normativa da Receita Federal?"*.
   Estadão · 2024
   URL: https://www.estadao.com.br/economia/dimensao-producao-normativa-receita-federal/?srsltid=AfmBOoquAzWDWLNEJiDSI7sxy3fNAcxXj8owmgzYlaq3JTPsp6XFBKoi

3. Natasha Schmitt Caccia Salinas and Lucas Thevenard. *"Regulatory Impact Analysis in Brazil: An Assessment of Exemptions and Ex Post Reviews"*.
   Regulatory Studies Center – Commentaries & Insights · 2024
   URL: https://regulatorystudies.columbian.gwu.edu/regulatory-impact-analysis-brazil-assessment-exemptions-and-ex-post-reviews

4. Eduardo Jordão, Lucas Thevenard, and Bernardo Padula Schwaitzer. *"Precisamos falar sobre as agências reguladoras estaduais"*.
   Jota · 2024
   URL: https://www.jota.info/opiniao-e-analise/artigos/precisamos-falar-sobre-as-agencias-reguladoras-estaduais

5. Natasha Schmitt Caccia Salinas and Lucas Thevenard. *"A política regulatória precisa de supervisão"*.
   Valor Econômico · 2022
   URL: https://valor.globo.com/opiniao/coluna/a-politica-regulatoria-precisa-de-supervisao.ghtml

6. Natasha Schmitt Caccia Salinas and Lucas Thevenard. *"A Dispensa de AIR na Anvisa"*.
   Conjuntura Econômica (no. 76) · 2022
   URL: https://periodicos.fgv.br/rce/article/view/85807/80907