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University of Maryland, Baltimore County, Catonsville, MD
Senior Advisor, Office of the President (2013-Present)
Policy Fellow, School of Public Policy (2019-Present)

Advise university president on national policy matters; staff the president's participation on national commissions; liaise with Federal agencies, higher education associations, and the National Academies; advise UMBC's strategic planning and Middle States Accreditation processes; and write speeches, articles and books with the president.

- Author, with Freeman A. Hrabowski III and Philip Rous, *The Empowered University: Shared Leadership, Culture Change, and Academic Success*, Johns Hopkins Press, Forthcoming (2019).
- Author, with Freeman A. Hrabowski, III
 - “Challenging US Research Universities and Funders to Increase Diversity in the Research Community, *Issues in Science and Technology*, Winter 2019.
<https://issues.org/challenging-us-research-universities/>
 - “Diversity Program Consortium offers new hope for inclusive science training,” *BMC Series Blog*, January 16, 2018.
<https://blogs.biomedcentral.com/bmcseriesblog/2018/01/16/diversity-program-consortium-offers-new-hope-for-inclusive-science-training/>
 - “Toward a More Diverse Research Community: Models for Success,” *Issues in Science and Technology*, Spring 2017.
<https://issues.org/toward-a-more-diverse-research-community-models-of-success/>
 - “How Undergraduate Programs Can Boost Minority Success in Medical School,” *AAMC Reporter*, January 2017. <https://news.aamc.org/diversity/article/how-undergraduate-programs-boost-minority-success/>
- Author, “UMBC Undergraduate STEM Education Innovations: Programs and Practices,” UMBC Background Brief, February 2015.
- Project manager and writer, *Holding Fast to Dreams: Empowering Youth from the Civil Rights Crusade to STEM Achievement*, a book by UMBC President Freeman Hrabowski, Beacon Press, 2015 <http://www.beacon.org/Holding-Fast-to-Dreams- P1085.aspx>
- Writer, Presidential Speeches, including “UMBC at 50: Reflections and Aspirations,” “State of the University Address,” (2013, 2014, 2015, 2016), and other presidential addresses.
<https://president.umbc.edu/founders-day-speech/>
- Provide support to UMBC president for speeches at the National Academies of Sciences, Engineering, and Medicine, and other venues, and his work on national commissions with the Aspen Institute, the American Academy of Arts and Sciences, and the National Academy of Medicine.

- Speak nationally and on campus regarding U.S. research universities, STEM education, and Diversity in STEM at White House Office of Science and Technology Policy, Council of Science Society Presidents, American Institute of Physics, Internet2, Maryland Business Roundtable on Education, UMBC President’s Council, and UMBC Campus Retreat.
- Organizer, with the White House Office of Science and Technology Policy (OSTP), “White House College Opportunity Initiative: STEM Education Workshop,” held at UMBC, September 16, 2014.
- Organized campus visits for University System of Maryland Chancellor; U.S. Secretary of Education, U.S Secretary of Energy, Chief of Naval Operations, former Lockheed-Martin CEO, American Association for the Advancement of Science CEO, Association of Public and Land-grant Universities president, Association of American Universities president, Andrew W. Mellon Foundation president, and U.S. Senator Chis Van Hollen.
- Participated in successful \$18 million proposal for the National Institutes of Health (NIH) Building Infrastructure Leading to Diversity (BUILD) Initiative grant. Organized proposed partnerships with five community colleges, Gallaudet University, and University of Maryland School of Medicine.

National Academies of Sciences, Engineering, and Medicine, Washington, DC

Director, Board on Higher Education and Workforce (2001-2013)

Senior Program Officer (1999-2001)

Program Officer (1996-1999)

Staff director for the National Academies’ Board on Higher Education and Workforce (BHEW), organizing semi-annual meetings and providing support to board chair Brit Kirwan (Chancellor, University System of Maryland). Managed BHEW as a unit within the Academies, supervising staff, managing unit budget, overseeing program development, and writing proposals.

Directed or participated in studies on higher education and science policy issues of national importance, providing liaison to project sponsors, organizing workshops and data collection, analyzing key policy issues, drafting reports, and implementing dissemination activities.

Selected reports:

- *Research Universities and the Future of America: Ten Breakthrough Strategies Vital to Our Nation’s Prosperity and Security* <https://www.nap.edu/catalog/13396/research-universities-and-the-future-of-america-ten-breakthrough-actions>
- *Expanding Underrepresented Minority Participation: America’s Science and Technology Talent at the Crossroads* <https://www.nap.edu/catalog/12984/expanding-underrepresented-minority-participation-americas-science-and-technology-talent-at>
- *Science Professionals: Master’s Education for a Competitive World* <https://www.nap.edu/catalog/12064/science-professionals-masters-education-for-a-competitive-world>
- *Rising Above the Gathering Storm: Energizing and Employing America for a Brighter Economic Future* <https://www.nap.edu/catalog/11463/rising-above-the-gathering-storm-energizing-and-employing-america-for>

National Association of Housing and Redevelopment Officials, Washington, DC

Research Officer and International Program Officer (1994- 1996)

Developed and analyzed policy positions for economic development and low-income housing programs, with a focus on analyzing the fiscal impact of legislative proposals on the operations of local housing agencies. Worked with NAHRO committees, organized conference sessions, conducted survey research and data analysis, and managed the association's website.

Pace University, Department of Social Sciences, Pleasantville, NY

Lecturer

US History, Civil War to Present (1994)

ICF Incorporated, Fairfax, VA

Associate, Housing and Community Development Practice (1989 to 1990)

Managed national survey and analyzed data for an evaluation of the Low-Income Housing Tax Credit program. Developed a technical document used by public housing authorities to assess their compliance with federal fair housing laws. For a series of workforce projects, analyzed data and drafted reports on the labor force participation of older Americans.

U.S. Department of Housing and Urban Development, Washington, DC

U.S. Senate, Subcommittee on Housing and Urban Affairs, Washington, DC

Presidential Management Intern (1984 to 1986)

Reviewed grant applications for the Urban Development Action Grant program, reviewed program operations with the Federal Housing Administration, and examined legislative issues with the Office of Fair Housing. Participated in a Secretarial Task Force on the FHA Single-Family Mortgage Program, examining default patterns in to assess potential fraud. Served as staff to the U.S. Senate Subcommittee on Housing and Urban Affairs.

Selected Recent Service

Member, Planning Committee for a Research Universities Convocation, National Academies of Sciences, Engineering, and Medicine, 2017. (This convocation marked the fifth anniversary of *Research Universities and the Future of America*.)

External Reviewer, Proposals for STEM Professional Workforce Development track of the Directorate for Education and Human Resources Core Research (ECR) Program, National Science Foundation, November, 2015.

External Reviewer, Proposals for Broadening Experiences in Scientific Training (BEST), National Institutes of Health, Bethesda, Maryland, July, 2013.

External Reviewer, Proposals for Interdisciplinary Frontiers in the Humanities and Arts (IFHA), University of California Davis, Davis, California, May 7-9, 2013.

Education

The Johns Hopkins University, Department of History, Baltimore, MD

Ph.D. (1994)

- Dissertation: *Local Deals and the New Deal State: Implementing the Federal Public Housing Program in Baltimore, 1933-1968*
- Fields in U.S. political and economic history, U.S. social and political history, U.S. cultural and intellectual history, and comparative urban history.
- Teaching Assistant: US History, European History

Harvard University, John F. Kennedy School of Government, Cambridge, MA

Master in Public Policy (1984)

- Curriculum: Public management, policy analysis, statistics, and economics
- Fields: Urban and Regional Economic Development Policy; Business-Government Relations.
- Teaching Assistant: Management Information Systems

The Johns Hopkins University, Baltimore, MD

B.A. (1982)

- Major in History; Minors in Political Science and Anthropology
- University Honors; Departmental Honors; *Phi Beta Kappa*

Awards

The National Academies, Distinguished Service Award, 2003

Maryland Historical Society, Maryland Historical Fellowship, 1990-1991

United States Government, Presidential Management Internship, 1984-1986

Harvard University, John F. Kennedy School of Government Fellowship, 1982-1984

The Johns Hopkins University, *Phi Beta Kappa*, 1982

The Johns Hopkins University, University and Departmental Honors, 1982