

## Areas of Expertise

- Executive Leadership
- Strategy and Innovation
- Negotiation and Change Management
- Federal Policy Design and Implementation
- Equity-focused Research and Scholarship
- Executive Education Programs for Senior Executives and Senior Elected Officials
- Alliance and Partnership Development
- Cross-Boundary Collaboration

## Career Experience

### Urban Institute, Washington, DC

2020- Present

Senior Vice President, Research Management and Program Development

Lead a team of 12 vice-presidents, as direct reports, who steer Urban's research and policy centers and operations units, which collectively produce \$120M in economic and social policy research deliverables per year. Lead a comprehensive portfolio of institutional quality control activities and serve as a champion of the "Content Pillar" of Urban's Race and Equity Framework. Externally, consult with philanthropic, corporate, and federal leaders to advise and devise research strategies and analytic solutions to address pressing societal challenges, from racial wealth inequality to pandemic learning loss.

- Co-lead Urban's enterprise strategic planning process to modernize organizational units and develop new systems enabling vice presidents to better monitor, and deliver outcomes that are aligned with, or exceed, key metrics for financial and operational performance, and for research innovation.
- Launched new programs (among them, Urban's Office of Race and Equity Research and a national Equity Scholars program) to expand equity-focused data science and policy analysis. With oversight of a \$5M discretionary budget, lead entrepreneurial hiring initiatives, resulting in 14+ diverse senior hires over two years, and tactically directing internal investments to catalyze innovation in, and across, research units.
- Accomplished a redesign of all fellows' programs to better integrate Urban's 50+ visiting and affiliated scholars into centers and direct four funding competitions to expand opportunities for early- and mid-career staff to advance new bodies of work and develop digital technology tools.
- Conduct research on strategies to close the wealth gap for Black women and on equity-focused leadership.

### Harvard University, Cambridge, MA

2004 – Present

Senior Fellow, Bloomberg Center for Cities at Harvard University, Harvard Kennedy School (2022 – Present)

Lecturer in Public Policy, Harvard Kennedy School (2020 – 2022)

Associate Professor, Health Policy and Management, Harvard TH Chan School of Public Health (2016 – Present)

Associate Professor of Psychology in Psychiatry, Harvard Medical School (2006 – Present)

In academic leadership roles within and across the university, develop and lead programs, teach, and conduct research.

- At the Bloomberg Center for Cities at Harvard University, co-direct programs on nonprofit management, cross-boundary collaboration and procurement excellence for mayors and senior executives and co-direct a program with Institute of Politics to onboard newly elected mayors.
- Faculty director, "Achieving Excellence," a partnership between Harvard Kennedy School and NeighborWorks America, delivering an 18-month customized leadership and management program for CEOs leading community development finance organizations.
- Direct "Making Equity Work," a soon-to-launch research hub developing actionable insights and technical advice to build scaled solutions to advance equity in government programs, organizations, and through civil society.
- In the Doctor of Public Health (DrPH) degree program, Harvard T.H. Chan School of Public Health, redesigned and implemented *Enabling Change*, a two-year curriculum for early- to mid-career students, integrating training in leadership, management, strategy, and innovation with domestic and global field immersion. Direct doctoral and master level thesis research.
- Conduct research on intersectional mental health and collaborative problem-solving, including by developing teaching cases and briefs on promoting social enterprise, leading cities, advancing equity, and expanding mental health access.

### McLean Hospital/Harvard Medical School, Belmont, MA

2016 – 2020

Executive Director of Policy Outreach and the Center of Excellence in Women's Mental Health (now Senior Advisor)

Propelled forward progress for policy initiatives, including linking research and clinical programs with mental health policy priorities. Collaborated with Partners HealthCare (now Mass General Brigham) Government Affairs to monitor state and federal healthcare policy and legislation. Served on the Steering Committee for Women's Mental Health, on the McLean Diversity Committee, and as a representative to the Harvard Medical School Diversity Council.

- Co-launched conference with corporate partner PwC, focused on the opioid crisis. Hosted state and local government officials from 11 states. Linked evidence-based research, clinical practice, and policy innovation.
- Developed key partnerships with corporate and non-profit entities to develop internal programming to support women executives and emerging leaders.
- Planned and executed behavioral health seminars for residents, fellows, and junior faculty on health policy and behavioral health, including day-long engagements in Washington, D.C. with government and nonprofit leaders.

#### **Cambridge Health Alliance/Harvard Medical School, Cambridge, MA**

**2004 – 2016**

Chief of Psychology and Director of Psychology Training

Led the Division of Psychology and national fellowship and internship programs with an annual budget of \$4 million. Trained and developed three direct reports and managed a staff of 150 personnel.

- Expanded training cohorts and established new programs in primary care and behavioral health, in conjunction with Accountable Care Organization transformation.
- Created a research-based psychotherapy clinic to train inter-professional teams of 18 clinicians and redesigned the neuropsychology testing program into a rapid-assessment service to meet needs of clinical care units.
- Mentored junior faculty, resulting in academic promotions for 10 psychologists at Harvard Medical School.

## **Political Appointments & Special Initiatives**

**Special Advisor, Bloomberg Philanthropies, Local Infrastructure Hub: Support for U.S. Cities and Towns to Put Federal Funding to work for Residents, 2022 - present**

- Serve as anchor moderator for this national program of virtual convenings to help guide cities through accessing funding from the \$1T Bipartisan Infrastructure Investment and Jobs Act.

**Senior Policy Advisor, Domestic Policy Council/Senior Equity Fellow, Office of Management and Budget, The White House, Washington, DC, 2021 - 2022**

Through an Intergovernmental Personnel Act, supported implementation of Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*.

- At the Office of Management and Budget, co-directed Equity Learning Community, which collaboratively delivering 20 executive education modules for federal officials on equity-focused change management, DEIA in the workforce, data strategies for equity, and equitable procurement. With the Office of Presidential Personnel, designed an equity onboarding program for incoming Presidential appointees.
- At the Domestic Policy Council, as member of the Racial Justice and Equity team, collaborated with agency equity teams from the 30-largest federal agencies to develop equity assessments and identify key barriers to equity in agency programs and services, including addressing needs of all agencies in procurement and contracting. Supported agencies to produced tactical multi-year action plans to remediate barriers, and spearheaded a White House convening, at which equity plans from 92 federal agencies were released to the public.
- Served as the primary point of contact on equity for the Domestic Policy Council to the Council on Environmental Quality and the U.S. State Department, supporting the North American Partnership for Racial Equity and Inclusion, in partnership with counterparts in Mexico and Canada.
- Contributed to a range of policy deliverables on equitable data and equitable implementation of the American Rescue Plan and Bipartisan Infrastructure Law.

**Advisor, Council on Women and Girls, The White House, Washington, DC, 2015 – 2016**

Delivered excellent outcomes for projects and new partnerships.

- Developed and introduced “Advancing Equity” initiative and led working group of 18 federal agencies. Expanded educational and economic opportunity for women and girls of color through inclusive STEM education, workforce development, and by supporting vulnerable and striving girls. Involved 800 stakeholders in this initiative through policy meetings.
- Collaborated with Ms. Foundation and a coalition of 28 women's foundations to launch *Prosperity Together*, a \$100M commitment to improve economic opportunity for low-income women.
- In conjunction with the Anna Julia Cooper Center at Wake Forest University, facilitated a consortium of academic partners to secure \$85M in commitments to sponsor research on and by women of color

- Partnered with the Smithsonian Institution for Museum Day Live! 2016, with a first-ever themed focus on girls and young women of color across 528 U.S. museums, reaching 60,000 Museum Day visitors.

**Senior Policy Advisor, Executive Office of the President, White House Office of National Drug Control Policy, Washington, DC, April – December 2014**

Advised the Office of the Director on science related to federal drug control policy.

- Served as member of the policy team, synthesized research, and analysis on emerging issues, with an emphasis on drug exposed infants, maternal addiction, stigma as an obstacle to treatment, prescriber education, and the role of behavioral health and the Affordable Care Act in reducing opioid misuse in U.S. communities.

## Teaching & Research Appointments

**Visiting Scholar**, Program on Negotiation, Harvard Law School • **Visiting Scholar**, Urban Studies, University of Amsterdam • **Visiting Lecturer (Sociology)**, Harvard University • **Senior Affiliated Researcher**, Anna Julia Cooper Center, Wake Forest University • **Inaugural Fellow in Public Mental Health**, William Alanson White Institute • **Research Fellow**, Women and Public Policy Program, Harvard Kennedy School • **Faculty Affiliate**, Program on Negotiation, Harvard Law School • **Faculty Affiliate**, Harvard Mellon Urban Initiative • **Faculty Affiliate**, Ash Center for Democratic Innovation and Governance, Harvard Kennedy School • **Faculty Affiliate**, Center for Public Leadership, Harvard Kennedy School

## Education

**Master of Public Administration**, Harvard Kennedy School, Cambridge, MA  
**Ph.D. in Clinical Psychology**, University of Michigan, Ann Arbor, MI  
**AB in Psychology, magna cum laude**, Amherst College, Amherst, MA

## Selected Affiliations

**Member, Board of Trustees**, Oprah Winfrey Leadership Academy for Girls  
**Member Emerita, Board of Trustees**, Amherst College  
**Member, Board of Trustees**, Austen Riggs Center  
**Member, Board of Governors**, Folger Shakespeare Library  
**Federal Tobacco Regulatory Science Fellowship Selection Committee**, National Academy of Medicine  
**100&Change Judge**, John D. and Catherine T. MacArthur Foundation  
**Member**, New America Foundation, International Security Program  
**Member**, South Africa Committee, International Psychoanalytic Association,  
**Member, Editorial Boards:** *Harvard Negotiation Journal* • *Harvard Mental Health Letter* • *Psychoanalytic Quarterly* *Psychoanalytic Psychology* • *PsyBC Online Forum*

## Selected Honors & Awards

**Commencement Speaker**, Smith College School for Social Work  
**Commencement Speaker and Honorary Degree Recipient**, Widener University  
**Partners in Excellence Team Award** for McLean's Institute for Technology in Psychiatry  
**Robert Wood Johnson Health Policy Fellow**  
**Certificate of Teaching Excellence**, Bok Center, Harvard University  
**Public Service Fellow**, Harvard Kennedy School  
**Wade Fellow**, Amherst College Office of Alumni Affairs  
**Ford Foundation Dissertation Fellowship**