

Writing Your CV

Trachtenberg School
Career Development Services
Career Guide

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Trachtenberg School
of Public Policy
& Public Administration

THE GEORGE WASHINGTON UNIVERSITY

CV Guide

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This career brief will **cover the basics of the American Curriculum Vitae (CV)**. For International opportunities including teaching and research positions or fellowships, make sure that further investigation is conducted so that your CV aligns with the requirements.

GETTING STARTED

What is a CV?

A **Curriculum Vitae (CV)** is a *detailed synopsis* of an applicant's *professional accomplishments*. This document includes past research experience, publications, presentations, awards, honors, and occupations that directly align and are pertinent to the job description. Your CV should **emphasize issues** that are considered to be significant to your discipline and should demonstrate both your *familiarity and expertise in the field*.

How does a CV Differ from the Traditional Resume?

Traditional Resume	Curriculum Vitae (CV)
One to two pages in length	Length is not the determinant of a successful CV
Potential employers and/or networking contacts serve as the audience	CVs help create a scholarly identity and are used when applying for grants, fellowships, academic, teaching, or research positions
Succinct and concise document that highlights your most relevant skills and experiences	Detailed history a candidates professional career including relevant research, teaching, training, awards, and service credentials

Actually Writing the CV

Most CVs include the following categories:

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. HEADER 2. EDUCATION & HONORS 3. RESEARCH INTERESTS 4. PROFESSIONAL EXPERIENCE 5. TEACHING EXPERIENCE 6. RESEARCH PROJECTS | <ol style="list-style-type: none"> 7. DEPARTMENTAL and COMMUNITY SERVICE 8. PUBLICATIONS 9. PRESENTATIONS 10. PROFESSIONAL MEMBERSHIPS 11. CERTIFICATIONS and LICENSURE 12. REFERENCE LIST |
|---|--|

THE HEADER

Name (no nicknames)
Permanent or current address
One phone number (including the area code)
One e-mail (make sure it sounds professional)
Hyperlink to a personal website or webpage

Examples

JANE DOE

123 Connecticut Ave, NW,
Washington, DC XY208
(202) XXX – XXXX; jdoe@gwu.edu
www.linkedin.com/in/janedoe

JORDAN J. JACOB

111 State Avenue, SE, Washington, DC 20000 · 555-111-2222 · jjjacob@email.com
<http://jordanjjacob.wordpress.com>

ENRIQUE VARGUS

111 STATE AVENUE, SE
WASHINGTON, DC 20000
P. 555-111-2222
E. VARGUS@EMAIL.COM
HTTP://EVARGUS@WEBSITE.COM

LIAM L. LAWSON

1600 Florida Avenue, NW
Apartment # 124
Washington, DC 20000

P. 555-123-4567
E. liam@email.com
<http://linkedin.com/in/liamll>

Ellis Jacobs

67 Fairview Road • Arlington, VA 22201
703 222 2222 • ejacobs28@gmail.com

EDUCATION

This section should include the following:

- Names and cities of all universities, colleges, professional schools, or other institutions attended
- Majors and minors studied at each institution
- Relevant or related coursework or research
- Cumulative grade point averages and honors/awards
- Certificates received or degrees awarded
- Graduation dates

Examples

Ph.D.	Public Policy, The George Washington University, 2012 <i>Specialization:</i> Higher Education Economics and Finance <i>Dissertation Title:</i> Tuition and Fees and Tax Revolt Provisions: Exploring State Fiscal Policy Impacts Using Fixed-Effects Vector Decomposition <i>Chair:</i> John Smith
M.P.P.	Public Finance and Budgeting, Martin School of Public Policy & Administration, University of America, 2008 <i>Capstone Title:</i> State Corporate Tax Policy: Is Competition the Main Determinant?
B.B.A.	Economics and International Business, Georgetown University, with Honors, 2006
B.A.	Foreign Language, Georgetown University, with Honors, 2006

Harvard Graduate School of Education, Cambridge, MA

- Urban Superintendents Doctoral Program, Ed.D., May 2010
- Dissertation: A Qualitative Study of Teachers' Work in Professional Learning Communities in a Small Urban District
- Advisor: Professor Robert Peterkin

Harvard Graduate School of Education, Cambridge, MA

- Education Policy & Management, Ed.M., June 2007

Yale University, New Haven, CT

- History and Teacher Preparation, B.A., *magna cum laude*, May 2001
- Social Studies Teacher Certification (MA/WV/CT)

2014	Ph.D, International Business and Business Economics, University of Michigan <ul style="list-style-type: none">▪ <i>Essays on Performance Evaluation</i>
2009	Post-graduate program in Financial and Economic Policy, BOFEB / Erasmus University Rotterdam, The Netherlands
2007	Doctorandus (MA equivalent), Economics, Tilburg University

PROFESSIONAL/WORK EXPERIENCE

This section should include the following:

- Names of the positions held and of the organization
- Location of the organization
- Dates served in the position

Note: Depending on your accomplishments and the position in which you are applying, you may choose to select the best format that highlights your transferable skills and experiences.

Examples

Center on Budget and Policy Priorities, Washington D.C., October 1988 to Present

Current Position (since January 2001): Executive Director, DC Fiscal Policy Institute

Set agenda, prepare analyses, and conduct community education on issues related to the fiscal health and low-income programs in the District of Columbia. Issues include the D.C. Earned Income Tax Credit, welfare reform, affordable housing, progressive taxation, responses to the fiscal downturn, and the property tax assessment system. Analyses receive extensive newspaper, radio, and television coverage. Testify at numerous D.C. Council hearings.

Experience

- Professor, George Washington Trachtenberg School, 2010-present
- Research Affiliate, George Washington Institute of Public Policy, 2004-present
- Research Assistant, Urban Education Project, New York University, New York, NY, 2001-2004
- Consultant, Annie E. Casey Foundation, New York, NY, 2003
- Research Associate, Vera Institute of Justice, New York, NY, 1997-2001
- Research Analyst, Abt Associates Inc., Cambridge, MA, 1995-1997
- Consultant, Family Preservation Evaluation Project, Tufts University, Somerville, MA, 1995
- Consultant, Greater Boston Housing and Shelter Alliance, Boston, MA, 1995
- Research Assistant, Professor Mary Corcoran, Ford School of Public Policy, Ann Arbor, MI, 1994-1995
- Intern, San Francisco AIDS Foundation, San Francisco, CA, 1994
- Intern, Representative Ronald Dellums, Oakland, CA, 1991-1992

Professional Experience

Instructor, ExNet Utility Management Programs, and individual electric utility companies. (2010 to 2012) Developed and taught 1- and 2-day courses to utility executives on managing energy risks with derivatives instruments.

Vice President and Director of Environmental Analysis, Economists Incorporated. (2008 to 2010) Provided economic and policy analysis for private and public clients on environmental and energy issues.

ADDITIONAL SECTIONS

The number of additional sections included in your CV will depend on ***your experience*** as well as ***the position*** in which you are applying. See examples of additional sections below to help get you started.

RESEARCH INTERESTS

Example 1:

- Poverty and inequality
- Development Economics
- Economics of education
- Impact evaluation
- Social policy
- Early childhood development
- Applied Microeconomics.

RESEARCH EXPERIENCE

Example 1:

Research Assistant

July 2010 to December 2010

The Center for International Science and Technology Policy at The George Washington University in Washington, DC.

- Created and evaluated methods of data collection and presentation for a new database of research and technology partnerships among business, university, and government entities
- Engaged in collaborative research with faculty and graduate assistants from The George Washington University's Department of Information Systems and Technology Management

Research Consultant

July 2009 to September 2009

Henry W. Brown, INC. in Washington, DC.

- Researched and wrote three case-studies of the impact of international compulsory licensing of intellectual property on the economic and employment parameters of the wind, solar, and biofuel sectors in the US

PRESENTATIONS

Example 1:

Randy E. (2013) Performance based budgeting in the OECD. Presentation at the American Evaluation Association's annual conference. October 2013. Washington, D.C.

Randy E. (2013) Survey Design to measure the impact of Social Entrepreneurship. Presentation at the ASPEN Institute Network of Development Entrepreneur (ANDE) Metrics Conference. June 2013. Washington, D.C.

Talyor B. & Randy E. (2012) Conducting gender-sensitive evaluation, a comprehensive approach Presentation at the annual meeting of the UNESCO Gender Equality Focal Points. February 2012. Paris, France.

PUBLICATIONS

Example 1:

Journal Articles

Smith, J. (forthcoming) Test and Treat in Washington, D.C. : Evaluating the costs and benefits of a comprehensive strategy to fight HIV/AIDS. Policy Perspectives; Vol. 21, Spring 2014.

Smith, J. (2013) Gender Equality: the Case for a Global Public Good. Policy Matters; Vol. 10, Spring 2013.

Apple, A. & Smith, J. (2012) Making sense of impact: A methodological framework for assessing the impact of prizes. Evaluation; Vol. 18, No.3 p. 330-347.

Published Evaluation Reports

Smith, J. & Apple, A. (2013) Evaluation of UNESCO-IHE Institute for Water Education. UNESCO/IOS Report. Paris, France

Apple, A. & Smith, J. (2012) Evaluation of UNESCO Prizes. United Nations Educational Cultural and Scientific Organization Evaluation Report. Paris, France.

Smith, J., & Apple, A. (2012) Evaluation of UNESCO Priority Africa. United Nations Educational Cultural and Scientific Organization Evaluation Report. Paris, France.

Smith, J., Apple, A. & Brown, B. (2010) Evaluation of Bihar Rural Livelihood Project: seeing Jeevika through the eyes of the community. Columbia University. New York, NY.

HONORS & AWARDS

Example 1:

Merit Fellowship	Doctoral fellowship with the George Washington University
Suma Cum Laude	Graduated first out of 1295 Masters students at Pace University (May 2011)
Fulbright Scholar	Scholarship for Graduate Studies granted by the U.S State Department in conjunction with the French-American Commission (August 2009- May 2010)
First Prize	"Tire-less social entrepreneurship in Haiti: building hurricane-proof houses with truck tires" Fulbright seminar on Social Entrepreneurship organized in San Francisco (March 2010)
French Ministry of Education Scholarship	Received a five-year merit based scholarship for undergraduate and graduate studies granted by the French Ministry of Education (August 2004 – May 2009)

LANGUAGES

Example 1:

- French: Native Proficiency
- English: Written and Oral Fluency
- Spanish: Written Fluency, Oral Proficiency
- Italian: Oral Fluency

GRANTS

Example 1:

- 2012 Columbian College Facilitating Fund, “What Explains the Growth of For-Profit Colleges? Evidence from the Great Recession”
- 2009 Ford Foundation Grant, “Private Two-Year Colleges and Their Students: Pathways, Returns, and Policy,” Principal Investigator
- 2008 Ford Foundation Grant, “For-Profit Two-Year Colleges, Financial Aid, and Future Research,” Principal Investigator
- 2008 George Washington Institute of Public Policy (GWIPP) Policy Research Scholarship, “Understanding For-Profit Colleges: Quality, Choice, and Policy”

TEACHING EXPERIENCE

Example 1:

The George Washington University Washington, DC, USA

- Guest Lecturer, Economics in Public Decision Making (Graduate) Fall 2012
 - Professors Christopher Carrigan and Stephanie Cellini
- Instructional Assistant, Research Methods and Applied Statistics (Graduate) Spring 2011
 - Professor Elizabeth Rigby
- Instructional Assistant, Economics in Public Decision Making (Graduate) Fall 2010
 - Professor Stephanie Cellini

Universidad de Los Andes Bogotá, Colombia

- Teaching Assistant, Introduction to the Colombian Economy January 2006 – May 2007
 - Professor Miguel Urrutia
- Teacher’s Assistant, Economic Measurement Fall 2002
 - Professor Regina Mendez

Sample One:

JUDY WHITE

123 First Street, NW
Washington, DC 20001
202-777-6666
j.white@email.com

EMPLOYMENT

- Assistant Professor of Interdisciplinary Social Sciences, College of Arts and Sciences, University of the District of Columbia, August 2012 – present.
 - Courses taught: History of the District of Columbia; Mapping the City; World Cultural Geography; World Regional Geography; Urban Spatial Analysis.

EDUCATION

- Doctorate in Public Policy, 2012
The Trachtenberg Public Policy and Public Administration
The George Washington University, Washington DC
- Masters of City and Regional Planning, 2002
University of North Carolina, Chapel Hill
- B.A. in Urban Studies and Geography, 1994
Macalester College, St. Paul, Minnesota

PUBLICATIONS

Peer-reviewed journals:

- White, J. 2012. "Self-Help in the Home: The Limited-Equity Housing Cooperatives of Washington, D.C.," *International Journal of Self-Help and Self-Care*, 6:2, 151-168.
- White, J. 2011. "Mapping Bodies, Bending Scales: A Response to David Spataro's 'Reframing Structure and Agency in Participatory Action Research: PAR as a Politics of Scale'," *International Review of Qualitative Research*, 4:1, 475-477.
- Sanderson, E. and J. White. 2011. "Conservation in the City," *Conservation Biology*, 25:3, 421-423.
- Spacetime Research Collective (member). 2009. "To what will we resort when capitalism is over?" *Human Geography*, 2:2, 101-104.

Book chapters:

- White, J. 2014. "Planning and Politics." In Lisa Benton-Short, ed., *Cities of North America: Contemporary Challenges in U.S. and Canadian Cities*. New York City: Rowman & Littlefield, 193-218.
- White, J. 2013. "Claiming Space in the Air and on the Block: The Geography of Microradio and Struggles against Displacement." In James Craine and Giorgio Curti, eds., *The Fight to Stay Put: Social Lessons through Media Imaginings of Gentrification*. Media Geography at Mainz, 115-132.

Book reviews:

- White, J. 2012. "Review: 'High Life: Condo Living in the Suburban Century,'" Washington History.

PAST TEACHING APPOINTMENTS

- Adjunct Lecturer, Department of American Studies, George Washington University, Spring 2012 and Spring 2011. Course taught: Washington, D.C. History, Culture & Politics.
- Adjunct Lecturer, Department of Geography, George Washington University, Spring 2011, Fall 2010, and Spring 2010. Courses taught: Planning in Washington, D.C.; Community-Based Planning Research Studio; Building Cities.
- Adjunct Instructor, Department of Urban Affairs and Planning, Hunter College, City University of New York, Spring 2009 and Fall 2008. Courses taught: Planning & Policy in Contemporary Urban Communities; Housing in New York City Neighborhoods.

GRANTS, FELLOWSHIPS AND AWARDS

- Myrtilla Miner Teaching Fellowship, University of the District of Columbia, 2013-14.
- Antipode Foundation Travel Award, issued to attend the Antipode Foundation's Institute for Geographies of Justice in Durban, South Africa, 2013.
- Service Learning Teaching Grants, George Washington University, 2010 and 2011.
- Major Grant from the Humanities Council of Washington, D.C., for The Washington Inncity Self Help (WISH) Archives Project, 2009-2010.
- Association of American Geographers Urban Geography Specialty Group Travel Award, 2009.
- City University of New York Graduate Center Student Research Award, 2009.
- City University of New York Graduate Center Travel Award, 2008 and 2009.

PROFESSIONAL PRESENTATIONS

- White, J. "Work, Self-Governance, and the Urban Commons: Limited-Equity Housing Cooperatives in Washington, D.C.," Paper presentation at the UKZN Center for Civil Society, University of KwaZulu-Natal, Durban, South Africa, June 2013.
- White, J. "Work, Self-Governance, and the Urban Commons: Limited- Equity Cooperatives," Paper presentation at the Struggles in Common symposium, Dublin, Ireland, May 2013.
- White, J. "Towards a Theory of the Urban Commons: Limited-Equity Cooperatives in Washington, D.C." Paper presentation at the Association of American Geographers annual meeting, New York, February 2012.

OTHER RELEVANT WORK EXPERIENCE

- Project Director, The Washington Inncity Self Help (WISH) Archives Project, Washington, D.C., 2009 – 2010.
- GIS Analyst and Education Specialist, The Mannhatta Project, Wildlife Conservation Society, Bronx, NY, 2007 – 2009.
- Manager of Urban Design Programs, Brooklyn Center for the Urban Environment, Brooklyn, NY, 2005 – 2007.

RELATED ACTIVITIES AND SKILLS

- Founder, Radio CPR. Founded in 1998, Radio CPR is a community radio station in Washington, D.C. that works to air the voices, music and culture of a diverse array of neighborhood people

Austin Green

3 Smith Street, SE • Washington, DC 20052 • Green@email.com • 555/111-2222

EDUCATION

Ph.D. Candidate, Anthropology, *American University*, Washington, DC. Expected Completion: Summer 2014. Dissertation title: *We are all cried out here in the Farms: Structural Violence, Race and Place*. Dissertation Advisor: Jane Doe & Committee Members: Dr. Smith, Dr. Brown & Dr. J. Blue.

M.A. Applied Anthropology, Georgia State University, Atlanta, GA, 2004.
Research Practicum title: African American Adolescent Drug Dealing in Atlanta Public Housing.
Practicum and Thesis Chair: Amanda Little.

B.A. African, African American Studies and Criminal Justice, Rutgers, The State University of New Jersey, Newark, NJ, 1999. My senior research focus examined African American and Latino high school drop-outs' perceptions of drug dealing as a viable alternative to formal education. Major Professors: Dr. Joseph Day and Dr. Ashley House.

AREAS OF RESEARCH AND TEACHING INTEREST

Race and Crime

Urban Poverty, Crime and Structural Violence in Public Housing

Ethnography of Urban Crime

Urban Renewal – Development, Displacement and Community Change

Race, Class, Gender and Inequality

Ethnographic & Qualitative Research Methods

Criminology

Anthropological Theory

UNIVERSITY TEACHING EXPERIENCE

Towson University, Department of Sociology, Anthropology and Criminal Justice

Course taught: (1) Race & Crime; (2) Ethnography of Urban Crime; (3) Introduction to Cultural Anthropology; (4) Wealth, Politics & Power.

Fall 2011 – Spring 2012 (full-time) & Fall 2009 – Spring 2010 (full-time).

Coppin State University, Department of Social Science – School of Professional Studies

Courses taught: (1) Introduction to Cultural Anthropology; (2) Anthropological Theory (3) Ethnology.

Fall 2010 – Spring 2011 (full time).

HONORS, AWARDS, OTHER ACTIVITIES

Grants:

- Greenberg Seminar Travel Teaching Grant 2007 & 2008 – American University, Washington, DC.
- Merit Scholar Award & Fellowship 2007 – 2009, College of Arts and Science, American University, Washington, DC.
- Mellon Fund, Graduate Student Research Grant 2008 – American University, Washington, DC.

Fellowships:

- Kressley Fellowship 2008 – Center for Organizing Neighborhood Equity in Washington DC (ONE DC), Washington, DC.

Awards:

- Graduate Student Leadership Award 2008 - Departments of Multicultural Student Affairs/International Students and Scholars, American University, Washington, DC.
- Excellence in Leadership Award 2008 - Student Activities Department, American University, Washington, DC.
- Congressional Award for Student Scholastics Excellence and Activism 1993 – Newark, New Jersey.

PUBLICATION

2011 Green, Austin. "Presentation-of-Self Exercise." Class activity published in *TRAILS: Teaching Resources and Innovations Library for Sociology*. Washington, DC: American Sociological Association. (<http://trails.website.net.org>)

PRESENTATIONS

Green, Austin. Chair and Paper presentation - Roundtable discussion on Racism in Anthropology at the 107th Association of American Anthropologist meetings in San Francisco, CA 2008.

Green, Austin. An Exploratory Study: The potential effects of urban displacement on neighborhood rivalries. Paper presented at American Society of Criminology annual meeting November 2008. St. Louis, MI.

Green, Austin. Youth Voice Beyond the Neoliberal Hope VI Discourse in Central Park Village. Paper presented at Towson University conference on "Metropolitan Dilemmas and Solutions: A focus on Housing in the Baltimore Region" Towson, Md. March 5, 2008.

Green, Austin and John Doe. The Central Park Village Youthfest: Examination of Youth Voice in a Hope VI site in transition. Paper presented at 67th Society for Applied Anthropology's Annual meeting: "Global Insecurities, Global solutions and Applied Anthropology in the 21st Century," Tampa, FL. March 2007.

Green, Austin. African American Adolescent Drug Dealers in an Atlanta Georgia Community: Question of Resistance and Racism? Paper presented at 104th Association of American Anthropologist Meeting, Washington, D.C. November 2005.

Green, Austin. Misogyny and the Emcee: The Exploitation of the Black Female Body through Black Male Identity Construction. Paper presented at the 1st Annual National African American Relationships Institute in Atlanta, Georgia. April 2004

Green, Austin. Road Rage: The Symptoms of Social Inequality. Paper presented at the Society for Applied Anthropology meetings in Atlanta, Georgia. "Environment & Health in the New Millennium." March 2002

Green, Austin. Social Agency through Hip Hop: Resistance and the Representations of Identity through spoken words and beats. Presented at the annual meeting of the Southern Anthropological Society, Nashville, Tennessee. March 2001.

PROFESSIONAL MEMBERSHIPS

- American Society of Criminology
- Division of Critical Criminology & Division of People of Color and Crime
- American Anthropological Association
- Association of Black Anthropologists & National Association of Practicing Anthropologists
- Washington Anthropology Professional Association
- National Association of Practicing Anthropologists
- Greenberg Seminar Participant for Professional Development and Teaching
- National Council of Black Studies

PROFESSIONAL AND SERVICE ACTIVITIES

- 2009-2011 National Association Practicing Anthropologist Student Representative.
- 2010-2011 National Association Black Anthropologist Student Representative.
- 2009 Conference Chair, 1st Annual Urban Transformations Conference, American University, Washington, DC.
- 2008-09 Executive Chair, Graduate Leadership Council, American University, Washington, DC.
- 2008 Co-Conference Chair, 2nd Annual Interrogating Diversity Conference, American University, Washington, DC.
- 2007-08 Graduate Student Representative for Strategic Planning Committee, American University, Washington, DC.
- 2007 Panel Moderator, "Careers in Public Anthropology" Public Anthropology 2007 Conference, Washington, DC.
- 2007-2008 President, College of Arts and Science Graduate Student Council, American University, Washington, DC.

EDUCATION

- B.A.** Economics (with honors) and Spanish, University of California, Berkeley (1989)
Ph.D. Political Science, University of California, San Diego (1996)

EXPERIENCE

2004-present *Research Director, The Democracy Collaborative, University of Maryland* (College Park, MD)
(Research Associate, 2004-2005, Senior Research Associate 2005-2008, Research Director 2009-present)

Research and Writing: Lead researcher and author of *Building Wealth: The New Asset-Based Approach to Economic and Social Problems*, published by the Aspen Institute in April 2005. The book received an Honorable Mention (tie for second place) that year from Independent Sector for best new book on the nonprofit sector. Coauthor with Rita Axelroth Hodges of *The Road Half Traveled: University Engagement at a Crossroads* (published by MSU Press, 2012). Have coauthored more than a half dozen research reports including, most recently (September 2013) *The Anchor Dashboard* (with Trisha Scott and Sarah Lee).

Contract Management and Proposal Writing: Regularly participate in developing grant proposals, which have received multi-year funding from foundations such as Surdna, Cummings, Kendeda and Annie E. Casey. Have negotiated contracts to meet needs of a number of organizations, including the Responsible Endowments Coalition, Bon Secours Health System of St. Petersburg, and the City of Jacksonville.

Education and Training: Oversee development of education materials for conferences that bring together community, government, foundation, and academic leaders. Currently serve as coach/adviser for two Native American groups (Little Earth of United Tribes in Minneapolis and Native American Youth and Family Center in Portland) in developing their community wealth building strategies.

Supervision: Manage Washington DC office of The Democracy Collaborative (staff of eight), with three direct reports. Manage consultants.

Policy Development: Develop policy documents that support the Democracy Collaborative's community wealth building agenda. Act as a liaison to other policy groups.

Feasibility Study project management: Coauthor of strategic planning document for the Evergreen worker cooperative network in Cleveland, Ohio and co-author or lead author of reports for Foundation partners for development of "Cleveland model" efforts in other U.S. cities. Projects to date include: Dimensioning the Opportunities (Atlanta, Baltimore, and New Haven 2009-10), Atlanta Wealth Building Initiative (2011), and Washington DC Community Wealth Building Initiative (2012-present).

Governance & Supervision: Coordinated property development, technical assistance, education, and member consultation work of national organization of housing and retail cooperatives. Supervised a staff of five. Served as organization's primary public liaison to over 50 member associations and nearly 10,000 people.

Budgeting & Finance: Managed finances, including quarterly financial reporting, for nonprofit organization with a \$300,000 annual budget. Built up financial reserve for the first time in the organization's 35-year history.

Strategic Planning: Researched and developed four-year business plans for property development program. Developed five-year strategic plan for organization, including fundraising and diversity plans.

Grant Writing: In three years, doubled overall grant, alumni and corporate support from \$25,000 a year to \$50,000 a year (about 15% of total organization budget).

Member Education: Conducted public workshops on such topics as how to develop new affordable housing, business planning, accounting, financial analysis, and marketing at over two dozen member associations a year.

PROFESSIONAL ACTIVITIES

2013-present Member, National Advisory Committee, Rio Grande Valley United (Texas)

2011-present Member, Board of Directors, Cooperative Food Empowerment Directive (national group)

2010-present Member, Board of Directors, Center for Community-Based Enterprise (Detroit, MI)

2008-present Member, Anchor Institution Task Force

PAPERS & PUBLICATIONS

"Why Eds and Meds Matter for Community Economic Development," *Rooflines*, December 3, 2013.

"Will Our Universities Rekindle Their Public Purpose?" (with Jane Smith), November 4, 2013.

"Assessing Impact at Anchor Institutions," *Rooflines*, September 10, 2013.

The Anchor Dashboard: Aligning Institutional Practice to Meet Low-Income Community Needs (with Jane Smith and John Doe), Takoma Park, MD: Democracy Collaborative, September 2013.

CONFERENCE & OTHER PUBLIC PRESENTATIONS

2013

- National People's Action, New Economy Convening, invited respondent, December 3, New York, NY
- Community Campus Partnership Authority, November 19, Aurora, CO
- Denver Foundation, presentation to co-op development leaders, November 19, Denver, CO
- University of Texas, Rio Grande Valley United conference, November 8, Weslaco, TX

Webinars

- Northwest Areas Foundation (with Jane Smith), October 16, 2013
- Roosevelt Institute (with Jane Smith and John Doe), September 25, 2013