
SUMMARY: Multidimensional **Strategic Educator** who shapes the next generation of data analysts through teaching applied education data science that drives organizational improvement through performance coaching.

PROFESSIONAL EXPERIENCE-Current Position

Claremont Graduate University, *School of Educational Studies*

2019+

DIRECTOR OF EDUCATIONAL EVALUATION & DATA ANALYSIS, & CLINICAL ASSOCIATE PROFESSOR, Claremont, CA

Directs a new master's program in educational evaluation and data analysis that prepares students for data and analyst positions in K-12 and higher education, non-profit and governmental sectors. Graduates will know and understand how to support decision making with expert skills in data collection, analysis, reporting, management, and governance. Dr. Garrison teaches four courses and leads a practicum experience that combines technical skills, knowledge, practical experience, and ethical awareness to meet the demands and challenges of educational and non-profit settings.

PROFESSIONAL EXPERIENCE-Consulting Activities

High Sierra Insights, [www. highsierrainsights.com](http://www.highsierrainsights.com)

2014 – 2020

DATA STRATEGIST AND COACH, Azusa, CA

Provide expert consultation in the areas of quantitative and qualitative research and database design that promotes better policy making for decision makers and spurs innovation for the health professions. Provide environmental scanning that accurately distinguishes fads from trends and enables stakeholders to effectively focus on real business issues and opportunities.

Advise and consults with clients on business intelligence, data policy and management projects. Provide quantitative and qualitative research design assistance. Interprets academic research and develops real-time data workflow and knowledge management solutions

- **Designed & Implemented Data Management & Governance solution** as adoption of new customer relationship management system deployed. **Results:** Data management system that reduced duplicates, strengthen data privacy protections and aligned organizational data resources to strategic goals. **Client:** **AVIXA**
- **Designed & Deployed** new climate and culture survey to facilitate educational change in nursing education. **Results:** Initial reports will provide benchmarking analysis to 32 HRSA grant sponsored colleges of nursing for curriculum transformation. **Client:** **American Association of Colleges of Nursing**
- **Co-authored new publication** that highlights faculty workforce revitalization gained from faculty feedback. Collected and analyzed actionable national and institutional-level quantitative and qualitative data for institutional leaders at all levels. **Results:** Publication guides faculty development processes for tenure, promotion and wellness. **Client:** **Association of American Medical Colleges**

- **Designed governance reorganization** to revitalize executive work, enhance stakeholder engagement, create better business unit alignment and improve donor relations. Crafted change level documentation and communication strategies. **Results:** New governance model approved in June 2017. **Client:** [Christ Congregational Church](#)
- **Designed strategic analytical services** for new socioeconomic status indicator for inclusion in the organization's national selective admission process. Co-Authored academic publication. Created technical and stakeholder documentation for implementation. Coached onsite analytical team for review and maintenance of indicator. **Results:** Analysis completed and documentation forthcoming. **Client:** [American Association of Colleges of Pharmacy](#)
- **Designed survey software selection process** for a national non-profit with over 3 million members. Managed vendor and client relations in complex selection process with multiple other software requirements and integration with customer relationship management software. **Results:** Successful software acquisition with multi-year contract. **Client:** [Ellipsis Partners](#)
- **Conducts strategic branding research** for organizations to increase visibility and industry differentiation. Designs surveys for multi-media data collection approach that targets specific stakeholder audiences. **Results:** Leveraged analysis and results for national action and communications campaign. **Client:** [National Parks Conservation Association](#)
- **Directed strategic activities** for national data collection that provided input to nursing education and workforce efforts. Included database design, data licensing agreements workflow that balances organizational capacity with privacy, research dissemination practices and mentoring key research staff. **Results:** Academic publications forthcoming and data set now available at the national repository. **Client:** [New Careers in Nursing](#) initiative of American Association of Colleges of Nursing sponsored by the Robert Wood Johnson Foundation
- **Conducts business analysis** for organizations to improve workflow and reporting. Designs database and business intelligence solutions that enable better communication products for primary federal clients. Aligns efforts to effectively promote knowledge management best practices. **Client:** [International Business and Technical Consultants, Inc.](#)

PROFESSIONAL EXPERIENCE-Dedicated Positions

To-Where Matters, *Data driven solution to find the best place for your professional career* 2015-2016

EDUCATIONAL DATA STRATEGIST AND ANALYST, Alexandria, VA

Provided health profession workforce analyses to internet start-up company. Researched and structured data bases on the academic health center that included medical schools, teaching hospitals, Veterans Administration hospitals, and other complementary education and training sites. Provided market analysis for strategic partnerships.

American Dental Education Association (ADEA), *the world's largest national dental education association* 2012 – 2014

SENIOR VICE PRESIDENT, EDUCATIONAL RESEARCH AND ANALYSIS, Washington, DC

Recruited by Senior Management to reinvigorate survey collection activities and publications. Positioned the organization to effectively address higher education challenges in student debt, faculty retention, and workforce realignment. Led national level research and task force committees in redesigning a major accreditation survey and advancing the strategic priorities. Selected Accomplishments:

- Redesigned major curriculum survey for the ADEA/ADA/CODA/JCNDE Liaison Survey Committee.

- Developed 2013 Deans' Briefing Book, a chart book of the key dental education trends (October 2013) and a report on the Cost of Dental Education and Student Borrowing (March 2013).
- Implemented socio-economic status (SES) data collection process into main dental school application process to facilitate next generation selective admissions process. Conducted data analysis that generated the software requirements and created testing validity framework for two data life-cycles.

Association of American Medical Colleges (AAMC), 2003 – 2012
DIRECTOR, POLICY, RESEARCH AND KNOWLEDGE DEVELOPMENT, Washington, DC, 2011 – 2012

Served as a thought leader by driving creation and dissemination of leading-edge research, data and concepts in diversity, accreditation, and innovative data analysis. Selected accomplishments:

- Developed, monitored and coordinated programs that advanced and promoted diversity research. Facilitated assessment of medical school climate and culture, healthcare disparities, cultural competency and health equity.
- Spearheaded efforts to expand understanding of diversity dimensions including socioeconomic status, language proficiency, disability, and LGBT. Designed and implemented geographical studies for health care professional in shortage areas.
- Conducted studies and published reports in association-wide and peer-reviewed journals; disseminated research results to AAMC constituents, stakeholders, policymakers, and the general public.

DIRECTOR, STUDENT, APPLICANT AND RESIDENT RESEARCH, Washington, DC, 2003 – 2011

Enabled the association to better plan and manage its efforts to recruit and retain medical school applicants, students, graduates, resident applicants, and residents. Conducted a national level trending analysis to identify emerging and past trends and effectively manage the resources of the association as a trusted advisory and strategic partner to medical schools across the US.

- Developed and maintained data policies and ethical research practices for 12 direct reports and over 60 organizational research staff. Managed certification of all direct and indirect staff in human subjects' research protections, data privacy and data management protections. Managed all training for data stewards in SQL designed data systems and data stewardship techniques.
- Identified and maintained 12 major data assets for internal and external use totaling 2,500,000 person level records over 40 years and nearly 3,000 variables. Facilitated and incorporated 70,000 individual records on an annual basis for 130 medical schools and graduate medical education programs. Direct budget totaled \$1 million and indirect budget totaled \$3 million in IT resources for system maintenance, enhancements and design fixes.
- Conducted census level and regression level analyses on health care professional workforce models to determine best model fit. Conducted missing data analysis on survey samples to test validity and reliability of sample designs.

Identified ad hoc survey technology to more readily deploy and report on annual surveys. Facilitated four direct survey instrument transitions and saved company an estimated \$1 million in IT costs over 4 years.

Institute at Indian Hill, *an Applied Research Center of Claremont Graduate University.* 1999 – 2003

DIRECTOR, Claremont, CA, 2002 – 2003

ACTING DIRECTOR, Claremont, CA, 2001 – 2002

SENIOR RESEARCH ASSOCIATE, Claremont, CA, 1999 – 2001

Rapidly promoted from Senior Research Associate to Director, a Senior Executive position reporting directly to the Board of Directors. Responsibly managed a portfolio of Research Project budgets while guiding and vetting the efforts of a variety of professionals comprising the project teams. Took the lead in maintaining client relationships while participating in all necessary Institute board activities.

- Project Management: Spearheaded Evaluation Projects that included Reading by Nine Principal Leadership Initiative (Los Angeles Times), Boyle Heights Learning Collaborative (Annenberg Foundation), Collaborative for Academic Preparation Initiative (California State Polytechnic University, Pomona), MBRS-RISE Program (California State Polytechnic University, Pomona). Annual budget totaled \$300,000.
- Staff development: Hired and mentored 20 graduate students over 4 years to conducted data analysis and reporting activities.
- Data Analysis: Conducted advanced statistical modeling (hierarchical linear regression and structural equation modeling) to determine benefits of teaching training programs on student achievement at national, state and local levels.
- Team Building: Developed school-wide stakeholder teams of parents, teachers, and school administrators from low performing urban schools to effectively identify long-standing challenges and strategic areas of opportunity.

DESIGN FOR EXCELLENCE: LINKING TEACHING AND ACHIEVEMENT (DELTA), Los Angeles, California
RESEARCH ASSISTANT, Los Angeles Annenberg Metropolitan Project (LAAMP), 1998-1999

- Assist with the research and design of internal evaluation projects, numerous publications, and data collection for this teacher education and professional development reform effort.

CLAREMONT GRADUATE UNIVERSITY, Claremont, California
RESEARCH ASSISTANT, School for Educational Studies – 1998-2000

- Assist in educational research for local school districts, the California School Leadership Academy, and national diversity projects.

COMPUTING COORDINATOR, School for Educational Studies, 1999-2000

- Assisted with statistics tutoring and SPSS software training for Masters' and doctoral studies. Taught courses in Microsoft Word, Excel, and Web publishing.

BOWEN ASSOCIATE, School for Educational Studies - October, 1997 to 1999

- Coordinate and facilitate student activities for the higher education cohort students.

CALIFORNIA STATE POLYTECHNIC UNIVERSITY, Pomona, California
COORDINATOR OF JUDICIAL AFFAIRS, University Housing Services – 1998-1999

- Coordinate judicial proceedings regarding student conduct between residential life and the wider campus community.

AZUSA PACIFIC UNIVERSITY, Azusa California
ASSISTANT RESEARCHER, Office of Institutional Research – 1997-1998

- Researched and reported on the following institutional issues: Probationary student success, multicultural curriculum development, Common Day of Learning evaluation.
- Assisted on institutional reports such as Campus Climate and Moral, Community Economic Impact, and Music Department Survey.

FULLER THEOLOGICAL SEMINARY, Pasadena, California

DIRECTOR OF ACADEMIC ADVISING - 1994 to 1997

- Supervised, trained, motivated, and reviewed a staff of nine academic advisors. Supervised the curriculum progress of 1100 graduate students. Provided academic advising to students at risk, international students, and reentry students. Responsibly managed the departmental budget.
- Served on faculty and seminary wide committees around such issues as student academic discipline, student retention, admissions standards and orientation. Served on Task Forces for curriculum review, English as a Second Language and Mid-level Management Communication. Organized and conducted weekly staff meetings, including the presentation of in-service training for the department and the campus.

ASSISTANT DIRECTOR OF ACADEMIC ADVISING - 1993 to 1994.

- Processed national and international transfer credit of courses. Participated in course scheduling processes. Co-supervised seven staff members. Led training programs for academic advisors.

ACADEMIC ADVISOR - 1991 to 1993.

- Maintained the curriculum progress of 125 to 200 Masters' level students. Coordinated advising orientation sessions. Designed office publication materials.

GRANT AWARDS

MONTGOMERY COUNTY (MD) SECURITY GRANT (2018) Developed and secured a \$14,000 in direct and matching funds for physical security upgrades to Christ Congregational Church.

URBAN UNIVERSITIES FOR HEALTH (www.urbanuniversitiesforhealth.org). Developed and secured a \$4.2M cooperative agreement grant in 2011 by the National Institutes of Health, National Institute on Minority Health and Health Disparities to enhance and expand a culturally sensitive, diverse, and prepared health workforce that improves health and reduces health disparities in urban communities. AAMC has fiduciary responsibility and sharing programing responsibility with the Association of Public & Land-Grant Universities (APLU).

ACADEMIC JOURNAL PUBLICATIONS

Nohria, R., Adams, J., **Garrison, G.E.** (2018). Inclusion of Socioeconomic Status (SES) as an Additional Criterion in Holistic Pharmacy School Admission Processes. *American Journal of Pharmacy Education*. Advanced Online publication, <https://www.ajpe.org/doi/pdf/10.5688/ajpe7016>.

Elías McAllister, D., **Garrison, G.E.**, Feldman, C.A., Anderson, E.L., Cook, B.J. and R.W. Valachovic. (2015). U.S. Dental School Deans' Perceptions of the Rising Cost of Dental Education and Borrowing Pressures on Dental Students: Report of Survey Results. *Journal of Dental Education* 79 (6): 719-727

Garrison, G. E., Lucas-Perry, E., Elías McAllister, D., Anderson, E. L. and R. W. Valachovic. (2014). Annual ADEA survey of dental school seniors: 2013 graduating class. *Journal of Dental Education* 78 (8): 1214-1236

Garrison, G. E., Elías McAllister, D., Anderson, E. L. and R. W. Valachovic. (2014). Dental School Vacant Budgeted Faculty Positions: Academic Years 2008-2009 to 2010-11. *Journal of Dental Education* 78 (4): 638-647

Garrison, G. E., Elías McAllister, D., Anderson, E. L. and R. W. Valachovic (2013). U.S. Dental School Applicants and Enrollees, 2011 and 2012 Entering Classes. *Journal of Dental Education* 77 (12): 1677-1702.

Sánchez, J.P.; Peters, Luthera; Lee-Rey, Elizabeth; Strelnick, Hal; **Garrison, Gwen**; Zhang, Kehua; Spencer, Dennis; Ortega, Gezzer; Yehia, Baligh; Berlin, Anne; Castillo-Page, Laura (2013). Racial and Ethnic Minority Medical Students' Perceptions of and Interest in Careers in Academic Medicine. *Academic Medicine*, 88(9):1299-1307, September 2013.

Jolly P, Erikson C, **Garrison G.** (2013). U.S. Graduate Medical Education and Physician Specialty Choice. *Academic Medicine*, 88 (4):468–474.

Jolly, P., Boulet, J., **Garrison, G.E.**, Signer, M.M. (2011). Participation in U.S. Graduate Medical Education by Graduates of International Medical Schools. *Academic Medicine*, Vol. 86 (5): 559-64.

Smith, D.G. & **Garrison, G.E.** (2005) “*The Impending Loss of Talent: An Exploratory Study Challenging Assumptions About Testing and Merit*” *Teachers College Record* Vol. 107 Number 4, p. 629-653.

ASSOCIATION REPORTS

Dandar, V.M., Lautenberger, D.M., and **G.E. Garrison.** *Promising Practices for Understanding and Addressing Salary Equity at U.S. Medical Schools.* (2019). Association of American Medical Colleges, Washington, DC.

Dandar, V.M., Field, J.P., and **G.E. Garrison.** *Promising Practices for Promoting Faculty Engagement and Retention at U.S. Medical Schools.* (2017). Association of American Medical Colleges, Washington, DC.

Garrison, G.E., Elías McAllister, D., Anderson, E.L., and R.W. Valachovic, editors. *A Report of the ADEA Presidential Task Force on the Cost of Higher Education and Student Borrowing.* (2012). ADEA Policy Center, American Dental Education Association, Washington, DC.

Erikson, C., Jolly, P., **Garrison, G.** (2011). Trends in graduate medical education. In Russell, S & Romano, N. (Eds.), *Ensuring an Effective Physician Workforce for America, Recommendations for an Accountable Graduate Medical Education System* (pp. 223-252). Proceedings of a conference Sponsored by the Josiah Macy Jr. Foundation, held in Atlanta, GA, Oct. 24-25, 2010: New York: Josiah Macy Jr. Foundation.

*Erikson, C. Jolly, P. **Garrison, G.** (2010) Trends in Graduate Medical Education. A Report Commissioned by the Macy Foundation for the meeting “Optimizing the Structure, Support, Oversight, and Accountability of GME to Best Meet the Needs of the American People.”*

Koniaris LG, Cheung MC, **Garrison G.**, Awad WM Jr, Zimmers TA. (2010) Perspective: PhD scientists completing medical school in two years: looking at the Miami PhD-to-MD program alumni twenty years later. *Academic Medicine* Vol.85 (4):687-91.

Grbic, D. **Garrison, G.** Jolly, P. (2010) Diversity of U.S. Medical School Students by Parental Education. *Analysis in Brief* Vol. 9 (10) Association of American Medical Colleges.

Jolly P., **Garrison G.**, Boulet JR, Levitan T, Cooper RA. (2008). Three pathways to a physician career: applicants to U.S. MD and DO schools and U.S. Citizen applicants to international medical schools. *Academic Medicine* Vol.83 (12):1125-31. Erratum in: *Acad. Med.* 2009 Dec 84(12):1821.

Matthew, D., **Garrison, G.** (2007) Future Medical School Applicants, Part II: Gender Diversity *Analysis in Brief*. Vol. 7 (4). Association of American Medical Colleges.

Garrison, G., Matthew, D., Jones, R.F. (2007) Future Medical School Applicants, Part I: Overall Trends Analysis in Brief. Vol. 7 (3). Association of American Medical Colleges.

Garrison, G. Mikesell, C., Matthew, D. (2007) Medical School Graduation and Attrition Rates. *Analysis in Brief* Vol. 7 (2). Association of American Medical Colleges.

Reading by Nine Principal Leadership Initiative: Cohort I Final Report. January 2003. Institute at Indian Hill.

Reading by Nine Principal Leadership Initiative: Second Annual Report. June 2002. Institute at Indian Hill.

Interim Report on Cal Poly Pomona—High School Collaborative for Academic Preparation. May 2002. Institute at Indian Hill.

Central Elementary School Immediate Intervention Underperforming School Plan (IIUSP). April-May 2002. Institute at Indian Hill in collaboration with Central Elementary School, Baldwin Park Unified School District, Baldwin Park, CA.

Preliminary Report on Principal Leadership Initiative for Focus on Results. January 2002.

CONFERENCES and PRESENTATIONS

DeWitty, Vernell, **Garrison, Gwen**, (2020). PhD Pipeline: Expanding the Cadre of Nurse Scientists AACN Doctoral Education Conference. (January 2020). Naples, FL.

Garrison, Gwen, Nguyen, Kevin (2019). How Data Can Energize Student Affairs (October 2019) Western Region Careers in Student Affairs Conference. Chapman, CA.

Garrison, Gwen, DeWitty, Vernell (2018). Overview of Leading Across Multidimensional Perspective (LAMP) Climate Survey, 2018 Baccalaureate Education Conference. (November 2018) New Orleans, LA.

Feldman, Cecile; **Garrison, Gwen**; Anderson, Eugene, and Rafael Benoliel. (2014). Factors Affecting Cost of U.S. Dental Schools and Policy Implications. 92nd General Session & Exhibition of the International Association of Dental Research (June, 2014). Cape Town, South Africa

Garrison, Gwen. (2014). *Three Things People Should Know: Trends in Dental Education.* 2014 American Dental Education Association Annual Session and Exhibition, March 16, 2014. San Antonio, TX.

Lucas-Perry, Evelyn & **Garrison, Gwen**. (2013). *The Implications of U.S. Healthcare Reform Excluding Dental Benefits for Low-Income Adults: A Policy Analysis*. Interdisciplinary Social Sciences Conference- July 2013

Lucas-Perry, Evelyn & **Garrison, Gwen**. (2013) *Dental and Medical Students: Debt, Career Decisions, and Access to Care*. American Institutional Research (AIR). May 2013.

Garrison, G.E., Poll-Hunter, N., Brunson, W.D., López, M.A. & Anderson, E.L. (2013). *Developing Health Professions Talent: The Role of a Summer Pipeline Program to Create Diverse Workforce*. Paper presented at the 2013 Annual Meeting of the American Educational Research Association, San Francisco, CA.

Lucas-Perry, Evelyn & **Garrison, Gwen**. (2013). *Debt and Factors Influencing Graduating Dental Students Intention to Work in Underserved Areas*. Association of American Medical Colleges (AAMC) Physician Workforce Conference- April 2013 and American Educational Research Association (AERA). April 2013

Garrison, Gwen. (2003-6). *Medical School Applicant Trends* November 2003, 2004, 2005, & 2006 AAMC Annual Meeting.

Garrison, Gwen. (2002). *Understanding Data as a Tool for Student Academic Improvement*, November 2002. Teacher Education Department, School of Educational Studies, Claremont Graduate University.

Garrison, Gwen. (2002). *Lessons from the Field: How Data Informs Our Work*, September 2002. Pathways to College: Linking Policy with Research and Practice Conference. Albuquerque, NM.

Garrison, Gwen. (2002). *Elements of a Learning Organization*, September 2002. San Bernardino Small Schools Learning Community Grant. San Bernardino Country Office of Education.

Garrison, Gwen. (2002). *Improving Student Learning through Data Inquiry*, June 2002. Kauai District Public Schools, Kauai Hawaii.

Garrison, Gwen. (2002). *Applied Educational Research*, March 2002. Preparing Future Faculty Program, Claremont Graduate University.

Garrison, Gwen. (2002). *Keys to Student Success and Resiliency*, February 2002. The Achievement Council Conference. Los Angeles, California.

Garrison, Gwen. (2001). *Making Sense of Numbers: Leveraging Data From Standardized Tests to Improve Student Performance*. April 2001. American Educational Research Association (AERA), Seattle Washington.

Garrison, Gwen. (2000, 2001). *Using Data to Promote Strategic Change*, January 2000 and February 2001. Urban Leadership Program, School of Educational Studies, Claremont Graduate University, Claremont, California.

Garrison, Gwen. (2000). *Sense-making with Data* May 2000. School site leadership teams and central office personnel, Kauai School District, Kauai, Hawaii.

ACADEMIC TEACHING EXPERIENCE

Designing Causalities: Real Time, Real Problems, Real Solutions, Summer 2001. School of Educational Studies, Claremont Graduate University. Co-taught with Dr. Bruce Matsui in the Urban Education Cohort program.

Education Department Tutor, School of Educational Studies, Claremont Graduate University. Tutored other master and doctoral students in statistical and qualitative software.

ACADEMIC ACCOMPLISHMENTS

PH.D. IN EDUCATION, School of Educational Studies, Claremont Graduate University, Claremont, California - January, 2003

Dissertation: *Social Capital as a Factor of Student Persistence in Postsecondary Education: A Multiple Method Inquiry*.

Chair: Dr. Daryl G. Smith

Committee Members: Drs. Bruce Matsui and Dale Berger.

Other Academic Research Interests: higher education; diversity in education; educational research methods; adult development; and organizational change.

National Education Longitudinal Study of 1988 Database Training Program, National Center of Educational Statistics, U.S. Department of Education-2001

Advanced Statistical Studies at the Inter-University Consortium for Political and Social Research (ICPSR), Summer, 2000, University of Michigan, Ann Arbor Michigan. Participated in Matrix Algebra, Time Series Analysis and Nonlinear Modeling seminars.

MASTER OF ARTS IN THEOLOGY concentration in Higher Education, Fuller Theological Seminary, Pasadena, California - 1992

BACHELOR OF ARTS IN ENGLISH, *cum laude*, Seattle Pacific University, Seattle, Washington – 1985

TECHNICAL EXPERIENCE & SKILLS

Association Management Software (Breeze)

Customer Relationship Management Software (Salesforce)

Website design and management (Word Press)

Data Visualization (Tableau and Microsoft BI)

Survey Data Collection (Qualtrics and Survey Monkey)

Quantitative and Qualitative Research (R, SPSS, AMOS, HyperRESEARCH and QSR NUD*IST)

Mapping Technology (ESRI and Google mapping technology)

Database Architecture and Querying (Oracle, Software Benthic Golden and SQL Plus)

AWARDS

2017 NEW CAREERS IN NURSING INNOVATION AWARD for research and evaluation on new nursing career program. June 2017.

2006 SPIRIT OF EXCELLENCE AWARD for coordination of medical school enrollment tracking for Tulane University School of Medicine in the aftermath of Hurricane Katrina in September 2005.

2001 WINIFRED HAUSAM-HELEN FISK AWARD given to a student of higher education for excellence in academic studies, scholarly writing, internship experiences, and unusual service to colleagues and students. School for Educational Studies, Claremont Graduate University, Claremont California.

1999 SCHOOL OF EDUCATIONAL STUDIES AWARD given to the student of higher education for excellence in academic studies.

CERTIFICATIONS

PROFESSIONAL COACH (2018) Completed education for Associate Coach Certification with the International Coaching Federation.

CHANGE MANAGEMENT (2018) Completing course work for formal certification in change management.

VOLUNTEER LEADERSHIP ACCOMPLISHMENTS

MODERATOR (2016-2018) Christ Congregational Church, Silver Spring, MD
Chair of the Board in charge of strategic change of all volunteer activities, events and programs including major fundraising, media inquiries and business operations. Facilitate Executive Council meeting and participate as ex officio in other established board, committee or council meetings.

CO-CHAIR, BOARD OF STEWARDSHIP (2015-16). Christ Congregational Church, Silver Spring, MD.
Led the annual funding raising efforts for the congregations that support a balanced budget as determined by the Board of Trustees.

BRANFORD PARK HOMEOWNERS ASSOCIATION BOARD OF DIRECTORS (2005-2015, 2017-2019). Silver Spring, MD.
Elected five consecutive two-year terms and served as President, Secretary and Treasurer of the Board. Carried out all fiduciary duties of the HOA and interfaced with management association.