

Executive-level leadership with 25+ years of experience building and transforming the organizations, programs, policies and partnerships to advance health and economic development in the United States (US) and abroad. Exhaustive knowledge of strategies to advance health and economic development in low and middle-income countries (LMICs), regional and local economies in the US. Strong expertise in approaches to structure organizations and engage staff to meet business objectives and organizational goals. Highly skilled in establishing collaborative and strategic relationships among private and corporate philanthropic, private sector entities, academic, government and non-profit stakeholders in the US and LMICs. Proven track record as an innovator and team leader dedicated to helping others grow professionally. A visionary leader and innovator with a personal commitment to life-long learning.

- **Visionary Leader & Strategist** – experienced establishing and championing bold strategies designed to move organizations forward, ignite passion and meet aggressive but achievable goals.
- **Alliances & Strategic Partnerships** – expert and politically-astute collaborator, spokesperson and advocate, building alliances and raising organizational profiles.
- **Staff & Values Alignment** – skilled at building systems, staff development and nurturing organizational cultures that bring all working parts – internal and external – into alignment to meet objectives.
- **Strategic Communications and Outreach** – expert building and nurturing strategic and mutually-beneficial alliances, promoting effective communication in multicultural environments,
- **Programs, Organizational Learning & Impact** – expert establishing innovative programs, operations, impact and learning systems, using evidence-driven knowledge to improve conditions and opportunities for those who are most vulnerable.

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| • Strategic Planning & Vision | • Private & Corporate Philanthropy | • Health Systems Strengthening |
| • Health Equity | • Policy Development & Analysis | • Economic Development |
| • Evaluation & Impact | • Social Determinants of Health | • Social Impact Investing |
| • Business Strategy | • Governance & Compliance | • Strategic Partnerships & Alliances |
| • Strategic Communications | • Budgets & Financial Management | • Staff Development & Hiring |
| • Government Relations | • Board Engagement | • International Relations |

LEADERSHIP EXPERIENCE

UNIVERSITY OF NEVADA, LAS VEGAS (UNLV), OFFICE OF THE PRESIDENT– Las Vegas, Nevada

Academic Health Center Specialist

2019– present

Responsible for the planning and coordination of the UNLV's new Academic Health Center (AHC), as well as its growth strategy. Advise senior leadership on strategic, structural and operational matters and work on an overall plan for an integrated, collaborative AHC. Foster relationships within the business sector, community and other stakeholders to promote the value of the AHC. Work with the new UNLV School of Medicine through its transition to accreditation, including addressing operational, structural and strategic challenges related to its growth and leadership transitions.

Successes to date include;

- Secured the Small Business Innovation Research-Small Business Technology Transfer (SBIR-STTR) Biennial Federal Seed Fund Conference for April 2020. This 3-day regional conference will be co-led by the UNLV and the National Institutes of Health, with 8 other federal agencies attending.
- Second annual Nevada business symposium on Aging in Place- Smart and Connected Health scheduled for February 2020.
- Inaugural Nevada symposium on Innovations for Population Health Equity- Role of Academic Health Centers scheduled for January 2020.

WIYZIP, LLC – Ann Arbor, Michigan

(Global social enterprise building and supporting health and economic development in the United States (US) and Low and Middle-Income Countries (LMICs))

Founder and Board Chair

2015– present

Founder of global social enterprise dedicated to economic diversification in low and middle-income countries (LMICs) and the US. Lead diverse team of corporate, philanthropic and academic executive leaders to identify and grow social enterprises with Lean startup approaches to meet the United Nations Sustainable Development Goals (SDGs). Successes to date include;

- New local infrastructure in 3 LMICs using data and evidence-driven approaches to address social, health and economic priorities- led to the development of first SMART Academy in sub-Saharan Africa.
- Three sessions with policymakers in the US Virgin Islands on data and evidence-driven policy formulation for communicable diseases- led to new policies to use technology, data and analytics for surveillance, monitoring and response for zika, dengue and vector-borne illnesses in the US Virgin Islands.
- Inaugural leadership program launched to grow woman-owned technology and engineering social enterprises in Latin America and the Caribbean; Six 2-day technical assistance sessions in 4 LMICs on the nuts and bolts of Lean startups and social enterprises.
- Five interprofessional education and collaborative practice strategic sessions with LMIC health and tertiary education institutions as economic development strategies to meet the SDGs.
- Seven hubs planned in 4 LMICs with data and evidence-driven social enterprise digital technology solutions to meet the SDGs.

STATE OF NEVADA, GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT (GOED)- Las Vegas, NV

(State governor's office dedicated to multi-sectoral strategies to advance economic development for the state of Nevada)

Health Care Industry Specialist

2017– 2019

Brought in to catalyze state's economic growth through new health sector investments. Advanced necessary and appropriate evidence-driven changes in law, regulation, policies or processes to stimulate health sector growth to improve economic and population health outcomes. Identified and led opportunities to incentivize new private industry investments in health to diversify and strengthen the state's economic infrastructure. Served as external representative for audiences in academia, the private sector, philanthropy, governments and the non-profit sector. Successes included;

- Organized and led inaugural Nevada symposium on technology and biomedical research and development and product commercialization for the health sector.
- Four new state-level training programs for a 21st century workforce skills and competencies in the use of digital technology; new state programs in data analytics, telehealth, mobile health and health information systems to reduce the cost of care, strengthen health system infrastructure, and improve patient health outcomes
- Three new initiatives to test the use of unmanned autonomous systems in health including for emergency preparedness and disaster response; led to 2 new initiatives with smart solutions and data analytical approaches for transitional care and chronic non-communicable disease management.
- New policies to train the health and human services workforce for aging in place strategies in southern and rural Nevada; led to over USD\$750,000 in new investments to improve transitional care, created 112 new jobs in southern Nevada.
- New approaches and stakeholder engagement for interprofessional education and collaborative practice; inaugural Nevada policy stakeholder meetings on interprofessional education and collaborative practice for primary care and behavioral health.
- Opportunities identified for R&D growth in Nevada; led to \$1.75M in GOED investments to grow sports R&D in Nevada; led to 1 new training certificate for health R&D at UNLV.
- Served as the state's external representative and spokesperson for health and economic development- led to new state stakeholder alliances with external stakeholders.

AETNA FOUNDATION – Hartford, Connecticut

(Corporate foundation supporting and funding local, national and international initiatives to improve health and wellness)

Vice President, Aetna Foundation

2010 – 2015

Provided the leadership that transformed the foundation's organizational infrastructure and brand; led foundation's organizational and programmatic strategic planning; expanded foundation's profile and footprints domestically and abroad; conceptualized and led board-approved national and international program investments in digital technological innovations, reducing racial and ethnic health inequities, promoting quality health and community wellbeing, growing 21st century leadership for health; turned USD\$18M of charitable giving into more strategic \$18M funding investments. Successes included;

- Advised foundation board and corporate leadership on critical changes in the philanthropic and business landscapes- led to timely discussions and decisions to restructure funding investments and initiatives.

- Established formalized budget and contracting procedures and managed foundation national and international budgets - resulted in a dramatic improvement in financial controls, legal compliance and due diligence requirements for USD\$18M in strategic investments in the United States and abroad.
- Supervised the foundation's balanced scorecard, and its alignment to overall organizational business metrics- led to comprehensive overview of foundation's contribution to overall business accomplishments over a 5-year period
- Developed strategic partnerships with private and corporate foundations, governmental, private and non-profit stakeholders- generated new partnerships with USD\$7M in co-investments over 3 years for small business and policy solutions to reduce food insecurity; led to USD\$2M in co-investments to develop inaugural state survey in the US (Connecticut Health Care Survey) on quality health care and health equity; led to a shift in health system approaches to meet the Triple AIM goals by addressing racial and ethnic health inequities.
- Partnered with national and regional foundations on strategies to strengthen primary care infrastructure in the United States- led to partnerships with the National Academies of Medicine and the Association of Academic Health Centers for new policy-centered strategies to increase graduate medical education financing and expansion in the United States; led to new primary care-centered care coordination and integrated health care to reduce health disparities across 7 health systems in 6 states.
- Conceptualized and led leadership initiatives to address the social determinants of health- led to engagement of over 27 academic health centers resulting in strengthened infrastructure to address population health inequities; led to 35 underrepresented minority faculty fellows in tenured- track positions over 5 years; led to new interprofessional education and collaborative practice models across 14 health systems and 9 academic health centers.
- Conceptualized and led first ever US strategy in digital technology to reduce racial and ethnic health disparities- led to first national symposium on digital technology solutions to reduce racial and ethnic disparities in partnership with the National Academies of Medicine Science and Engineering; led to USD\$7M in investments in Lean strategies to develop digital technology tools for chronic disease prevention and management in vulnerable populations in the US and abroad; established first US program for underrepresented minority faculty leadership in health technology with 32 fellows in partnership with the National Science Foundation.
- Supported strategic investments for White House Initiatives, Let's Move and Partnerships for a Healthier America (PHA)- led to new cohort of foundation grantees over 3 years, specifically dedicated to support these initiatives, and Aetna employee engagement to support White House Let's Move strategies.
- Hired staff, served as organizational mentor and coach, directed staff development opportunities- led to 3 staff members accepted into competitive national professional development programs; 3 Aetna Inc. business staff mentored and promoted into management roles.
- Spearheaded strategies with communications to scale and brand the work of the foundation- increased social media, television and radio presence; timely impact reports for 8 board meetings and 5 annual reports, over 50 external meeting presentations; 3 congressional briefings; 4 peer-reviewed journal issues; 3 books; 6 peer-reviewed articles; 3 magazine articles.
- Served as the foundation's external representative and spokesperson for media events, audiences in philanthropy and the non-profit sector, business, government and academia.

PAN AMERICAN HEALTH ORGANIZATION/ WORLD HEALTH ORGANIZATION – Washington, DC

(Regional Office of the World Health Organization (PAHO/WHO))

Advisor, Health Systems Strengthening

2006 – 2010

Brought in as an upstream policy advisor for new WHO regional office to advise government officials, policymakers and other stakeholders on development strategies for 15 low and middle-income countries (LMICs). Advanced evidence-driven changes in policies, processes and regulations to stimulate health sector growth to improve health and economic outcomes. Facilitated policy discussions and initiatives to strengthen regional and country health, education and social systems grounded in the determinants (income inequality, poverty, gender, human rights, geography, culture). Successes included;

- Optimized strategic planning sessions in partnership with WHO country and regional offices – legislatively-approved national health strategic plans with budget allocations for 10 LMICs; budgetary allocations legislated to build human resources capacity and infrastructure for health systems planning across 6 countries.
- Facilitated policy discussions to identify health and economic development priorities across 7 countries- led to new social sector policies for aging in place across 3 countries, new policies for the use of data to identify and address health disparities.
- Served as the PAHO-WHO organization co-lead in the Region of the Americas for interprofessional education and collaborative practice- led to new intersectoral policies in 5 countries to support interprofessional education and collaborative practice for chronic disease prevention and management; 2 new regional interprofessional programs for “aging in place”; emergency preparedness and disaster response; 2 new regional graduate degree programs in public health and health care management; one accredited school of medicine; one new academic health center and 4 new academic health departments.

- Spearheaded regional meetings to build leadership for health- led to signed regional collaborative agreements for leadership development across 15 countries to meet guidelines of the WHO Commission of the Social Determinants of Health, funding from the National Institutes of Health to build LMIC research and interprofessional education capacity in partnership with the Harvard Medical School.
- Led development of strategic partnerships among Canadian, US and UK donor agencies, LMIC government officials, business stakeholders – led to growth of new academic-business partnerships for new drug discoveries and technologies; 2 multi-lateral agreements for shared industry and human resources for health among 5 LMICs.
- Achieved technical assistance agreements between US-based and Canadian-based academic stakeholders and LMIC governments- ensured sustained strategies to strengthen public sector skills and knowledge to meet economic development goals across 4 LMICs; new policies and training models to integrate primary care and mental health services; new WHO Collaborating Center for Nursing.
- Built consortia with United States and European Union stakeholders, non-governmental organizations, universities, and private sector entities – led to 3 multinational meetings resulting in unified benchmarks to build LMIC leadership for health and economic development; led to USD\$150,000 co-investments from the US National Institutes of Health and the UK Development Fund for International Development.
- Grew initiative in the region of the Americas to highlight global best practices for the social determinants of children's health- successfully secured \$100,000 in investments from the W.K. Kellogg Foundation; co-edited 2 peer-reviewed publications in partnership with the Centers for Disease Control and Prevention on US and global best practices to address the social determinants of children's health.
- Led development of strategic approaches for global scaling and dissemination of best practice models for health and economic development across 3 LMICs- led to scaling of quality health care models in primary care, strategic business alliances for human and economic development, health workforce development, technology use to strengthen health systems and distance education.
- Served as external representative and spokesperson for audiences in government, business, academia, philanthropy, non-profit sector and other United Nations agencies.

W. K. KELLOGG FOUNDATION – Battle Creek, Michigan

(Private foundation with place-based, national and international funding to improve the wellbeing of children, their families and communities.)

Evaluation Manager, Health

2003 – 2006

Brought in for the foundation's strategic focus to integrate policy-centered impact evaluation and systems approaches through then lens of racial and ethnic equity. Hired and supervised external evaluation consulting staff. Restructured and revised all impact evaluation processes and systems for over USD\$85M in health and related cross-foundation funding investments. Presented updates at monthly board meetings, followed up on board responses and recommendations; developed strategic partnerships with other foundations, non-profits, private sector, government, non-governmental organizations and academia. Successes included;

- Aligned the foundation's health programs and initiatives to policy-centered systems change models- led to over USD\$20M annually of board-approved funding investments done through the lens of racial and ethnic equity; led to board-approved performance measurement frameworks aligned to organizational learning and business objectives.
- Developed and managed impact budgets and contracts for health and cross-foundation investments- led to adherence to financial due diligence and compliance, and timely financial updates for over USD\$26M in annual program investments.
- Steered feasibility assessments for new health investment models- led to board-approved commitments of \$3M annually for new mission-related investments on business innovations to reduce food insecurity through the lens of health equity; led to growth of new academic-business partnerships for innovations to reduce racial and ethnic health disparities across 8 states..
- Represented foundation in national stakeholder meetings in foundation's core interest areas– led to board-approved partnership in 7-member national funder convergence with over USD\$45M in initial combined investments to reduce food insecurity nationally.
- Conceptualized new strategies with national and local stakeholders to grow and improve health outcomes among tribal nations in the United States; led to inaugural investments to develop and expand the dental therapist model in partnership with the Alaska Native Tribal Health Consortium; led to enhanced approaches to use digital technology to improve education and clinical practice among low-income and vulnerable communities in the United States.
- Assessed prospective and current grantee capacity and infrastructure- led to partnerships with think tanks and community organizations with technical assistance delivered to over 70 grantees annually; led to timely decisions on grantee selections for new initiatives totaling USD\$9M annually.

- Restructured and led the foundation's programs to build leadership for academic health- led to over 60 leadership fellows and scholars within 4 national program offices and 10 academic health centers over 3 years; led to new interprofessional education and collaborative practice models to reduce racial and ethnic health and health care disparities.
- Hired and supervised all impact assessment consultants for health and cross foundation programs- over USD\$4M invested with 11 think tanks and academic institutions annually; led to timely impact reports and improved organizational learning; led to identification and publicizing of the impact of over USD\$60M of foundation's investments over 3 years..
- Served as external representative and spokesperson for audiences in philanthropy, government, private and non-profit sectors and academia.

Additional previous experience includes senior strategic planning, program and business development, research and evaluation, teaching and clinical roles for:

Department of Health and Human Services/Health Resources Services Administration Region 1, Harvard School of Public Health, Dana Farber Cancer Institute, Brigham and Women's Hospital, Channing Laboratory (Boston), Robert Wood Johnson Foundation, Detroit Medical Center, New York Hospital, University of the West Indies, City University of New York, National Institutes of Health.

EXPERT PROFESSIONAL RESPONSIBILITIES

Expert reviewer for:

The National Science Foundation, Arlington, VA, 2014- present

The National Institutes of Health, Bethesda, MD, 2014-present

The Council of Education in Public Health, Washington, DC, 2009- present

The Journal of Health Care for the Poor and Underserved, Johns Hopkins Press, Baltimore, MD, 2007- present

The Journal of the American Public Health Association, Washington, DC, 2005- present

The United States Department of Agriculture, Washington, DC, 2014-2015

The Aetna Foundation, Hartford, CT, 2010-2015

The W. K. Kellogg Foundation, Battle Creek, MI, 2003-2008

The Dentaquest Foundation, Boston, MA, 2001-2004

The Robert Wood Johnson Foundation, Princeton, NJ, 1995-1999

KEY CURRENT AFFILIATIONS AND BOARD APPOINTMENTS

Board Member – Hip Hop Public Health– Manhattan, NY

Editorial Board Member – Journal of Health Care for the Poor & Underserved, John Hopkins Press – Baltimore, MD

Nevada Commissioner – Western Interstate Commission for Higher Education– Boulder, CO

Member – American Public Health Association – Washington, DC

Board Chair – WiYZIP, LLC - Ann Arbor, MI

Supervisory Faculty – Doctoral Degree in Business Administration, UWI– Jamaica, WI

Member – State of Nevada Graduate Medical Education Taskforce- Las Vegas, NV

Member – Advisory Committee, School of Public Health, University of Nevada – Las Vegas, NV

Member – Advisory Committee, School of Social Work, University of Nevada – Las Vegas, NV

Board Member – Nevada Chapter, Health Occupations Students of America – Carson City, NV

Board Member – Las Vegas HEALS (Health, Education, Advocacy, and Leadership)– Las Vegas, NV

Co-Chair - Global Affairs Committee, International Association for Interprofessional Education and Collaborative Practice (InterEd), Geneva, Switzerland

KEY PAST AFFILIATIONS AND BOARD APPOINTMENTS

Member – Advisory Committee, Kaiser Permanente Center to Build Leadership for Equity, University of California – Los Angeles, CA

Member – Advisory Board, Center for Innovation in Mental Health, City University of New York – Manhattan, NY

Member – Advisory Board, Harvard School of Dental Medicine – Boston, MA

Member – Consultant Working Group on HHS Data Access and Use, United States Department of Health and Human Services, National Committee for Vital and Health Statistics – Washington, DC

Board Director – Rebuilding Together – Washington, DC

Member -Advisory Board, Primary Care Policy Council, Connecticut Primary Care Innovation Center, Hartford, CT

Member – Roundtable on Population Health Improvement – Health and Medicine Division, National Academy of Sciences, Engineering and Medicine – Washington, DC

Member – Roundtable on Health Equity – Health and Medicine Division, National Academy of Sciences, Engineering and Medicine – Washington, DC

Member - Global Forum on Innovations in the Health Professions, Health and Medicine Division, National Academy of Sciences, Engineering and Medicine – Washington, DC Washington, DC

Board Member - National Education Association, Healthy Futures - Washington DC

Member - Association of Black Foundation Executives - New York, NY

Member -The Conference Board, Research and Evaluation Working Group - Manhattan, NY

Board Member -The Oral Health (Dentaquest) Foundation – Cambridge, MA

Member - Research and Evaluation Committee, The Medical Foundation – Boston, MA

EDUCATION

Doctor of Public Health – Harvard University- Boston, MA
Major Concentrations: Policy; Social Determinants of Health

Master of Public Health – University of Michigan- Ann Arbor, MI
Major Concentration: Health Behavior and Health Education

Residency – New York Hospital – Queens, NY

Doctor of Dental Surgery – University of Detroit Mercy – Detroit, MI

Bachelor of Sciences – University of the West Indies – Jamaica, WI

LANGUAGES

English – Fluent

Spanish – Conversant