

# Kenya L. Covington, PhD

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## EDUCATION

- 2003            **PhD, Public Policy**, University of Maryland, Baltimore County  
**Dissertation Topic:** Geography of the Child Care Market  
**Title:** Child Care Supply and the Labor Force Participation of Mothers: A Multivariate Analysis
- 2000            **MCP, Urban Planning**, University of Maryland, College Park
- 1994            **MA, Applied Sociology**, Old Dominion University, Certificate in Criminal Justice
- 1992            **BA, Sociology**, Kean University

## MEMBERSHIPS

Association for Public Policy Analysis & Management (APPAM); Urban Affairs (UAA), Association of Collegiate Schools of Planning (ACSP)

## NOTABLE EXPERIENCES AND SPECIAL AWARDS

- 2015-2016 Distinguished Teaching Award (Highest University Teaching Honor)
- 2014 -2015 ACSP Presidential Advisory Board
- 2013-2015 UAA Emerging Scholar Selection Committee
- 2009 – 2015 FORD Foundation Social Sciences PreDoctoral, Dissertation and Post Doc Review Panel
- 2013 -2014 Haynes Foundation Fellow
- 2011-2012 UCLA Visiting Scholar
- 1997-2000 University of Maryland Minority Fellowship
- Epsilon Epsilon Omega-Exceptional Education Opportunities Honor Society
- Alpha Kappa Delta-National Sociology Honor Society
- 1991 Who's Who Among Colleges and Universities

## ACADEMIC APPOINTMENTS

### **Professor, Urban Studies and Planning Department**

*California State University, Northridge, CA*

**8/2016 - Present**

The recent promotion to Full Professor confirmed my senior faculty role. I am responsible for teaching courses primarily at the undergraduate level as a full-time tenured faculty member. I have prepared syllabi for over 10 courses and have taught over 50 sections of a combination of the courses listed below. On average, I teach 150 to 200 students a semester. **My research agenda primarily focuses on exploring ways to better utilize social and urban policy to mitigate the social and economic inequality present in metropolitan areas.** My articles have appeared in Social Inclusion, Urban Studies, the Journal of Urban Affairs, the International Journal on Economic Development, the Harvard Journal on Legislation, the Brookings Institution, the National Urban League's 2003 and 2004 publication The State of Black America and The Review of Black Political Economy among others. I consistently represent my department in a senior faculty role, the college, and the university through a diverse set of service appointments (see specific assignments below).

### **Associate Professor (tenured), Urban Studies and Planning Department**

*California State University, Northridge, CA*

**8/2011 – 7/2016**

**Classes Designed or Taught**

- |  |   |
|--|---|
| -Growth and Development of Cities                      | -Field Work   |
| -Policymaking for Planners                             | -Neighborhood Poverty and Advocacy Planning   |
| -Quantitative Research Methods                         | -Urban Problem Seminar  |
| -Urban Housing Policy                                  | -Analytical Principles and Practices in Urban Planning                                      |
| -Urban Scene   | -Quantitative Analysis in Urban Planning  |
| -Public Policy Process (MPA)                           | -Community Development & Housing Policies: The Roles of State, Civil Society and Nonprofits |
| -Policy Making for Sustainable Urban Communities (MPP) |   |
| -Comparative Public Policy (MPA)                       |   |

***Committee Work****California State University, Northridge, CA***Department**

Personnel Committee (Senior Faculty Member)	9/16- Present
Curriculum Committee Chair	8/14 - Present
Search and Screen Committee Member	1/13-8/14
Department Branding and Student Recruitment Committee Chair	1/13-1/14
Personnel Committee	9/12-8/13
Graduation Reception Committee Chair	9/12-9/13
Graduation Reception Committee	1/11-5/12
Search and Screen Committee Chair	9/10 –5/11
Curriculum Committee Member	1/10 – 5/11
Assessment Committee Member	9/11-9/12
Assessment Liaison / Committee Chair	8/06 – 9/11
Affirmative Action Representative	8/07--8/08
Accreditation Self Study Manager	9/09 – 5/09
Urban Studies and Planning Student Association Advisor	9/06 – 6/08
Student Advisement	1/07 – 5/08

**University and College**

Faculty Senate (CSBS Representative)	8/13 – 5/15
Human Subjects Protection Committee (IRB)	9/09 – 12/15
Visionary Community Service-Learning Award Selection Committee	Spring 2010
Assessment Liaison	8/06 – 9/11
Master's and Public Policy Advisory Committee	4/07 – 5/08

**Visiting Faculty and Research Scholar, Luskin School of Public Affairs and Lewis Center****8/2011 – 8/2012***University of California, Los Angeles, CA*

In this role I taught a housing policy course for Urban Planning and worked with Lewis Center staff on designing relevant policy seminars and proposal development on the Neighborhood Stabilization Program.

**Instructor:** Responsible for the development and instruction of a graduate community development and housing policy seminar. This seminar encouraged students to critically explore the intersection of housing policy in the U.S., community development and organizing movements.

**Symposium on Housing:** I organized a symposium to highlight and address critical issues related to the foreclosure crisis in CA. Leading local thinkers were convened for a brain trust on the foreclosure crisis.

**Research Scholar:** I conducted research on housing and lead a proposal development team in responding to a University of California Transit Center RFP. During my stint, coauthored Brookings policy brief was released and

Coping with Poverty chapter manuscript was published.

### ***Research Grant Awards***

#### *External Grants*

**Haynes Foundation 2013-2014** Neighborhood Stabilization in Los Angeles (\$12,000.00)

#### *Internal Grants - California State University, Northridge, CA*

**BUILD 2015-2016 Faculty Scholar Academy** - Suburban Poverty and the Challenges of Health Care Service Shortages

**CSUN Faculty Support 2010-2011** - Neighborhood Quality of Affordable Housing in Los Angeles (3 unit release)

**Brookings Institution Small Grant Award 2010-2011** - The Suburbanization of Housing Choice Voucher Recipients (\$12,000.00)

**CSBS Research Competition 2009-2010** – Affordable Housing neighborhoods and School Quality ( \$1,800.00)

**CSBS Summer Research Competition 2009** – Racial Segregation and Gaps in Metropolitan Job Isolation (\$3,500.00)

**Judge Julian Beck Grant 2008-09** - Creating a Service learning Component for GE Courses in Urban Planning (\$6,000.00)

**CSBS Research Grant 2007** - Coping with Poverty (\$4,000.00)

**CSUN Faculty Support 2007** - A National Examination of Local Child Care Supply Determinants (3 unit release)

**CSBS Summer Research Grant 2007** - Geographical Access to Jobs and Child Care (\$5,000.00)

## **PUBLICATIONS**

### **Peer Reviewed**

Covington, Kenya. (under review). “Overcoming Spatial Mismatch: The Opportunities and Limits of Transit Mode in Addressing the Black-White Unemployment Gap. *City and Community Journal*.

Covington, K.L. (2015). “Poverty Suburbanization: Theoretical Insights and Empirical Analyses.” *Social Inclusion*, 3(2):71-90.

Woldeamanuel, Mintesnot and Covington, Kenya. (2014). Public Transit Spatial Mismatch in Los Angeles Suburbs: Sociospatial Distribution of Service Quality, Neighborhood Need, and Labor Force Participation” this is a peer-reviewed publication placed in the Transportation Research Board’s 2014 Annual Meeting Compendium of Papers, TRB#14-0463. Accessed at: <http://amonline.trb.org/trb-59976-2014-1.2467145/t-1114-1.2487531/261-1.2475317/14-0463-1.2487748/14-0463-1.2487750?qr=1>

Covington, Kenya L.; Luciana Lagana; Theresa R. White and Lisa Bratton. (2012). Chapter 4: Economic Coping and Heads of Households’ Perception of Health. In B. Molinelli and V. Grimaldo eds. *Handbook of the Psychology of Coping: New Research*. New York: Nova Science Publishers.

Stoll, M. and K. Covington. (2012). Explaining Racial/Ethnic Gaps in Spatial Mismatch: The Primacy of Racial Segregation. *Urban Studies*, 49(11):2501-2521. (First published on-line Nov. 17, 2011 and in an IRP discussion series in 2010; this manuscript was a significant revision.)

Covington, K.; L. Freeman , and M. Stoll. (2011). “The Suburbanization of Housing Choice Voucher Recipients.” Metropolitan Opportunity Series, The Brookings Institution: Washington, DC.

Stoll, M. and K. Covington. (May 2010). Explaining Racial/Ethnic Gaps in Spatial Mismatch: The Primacy of Racial Segregation. Institute for Research on Poverty, University of Wisconsin-Madison. DP 1379-10.

Covington, Kenya. (2009). "Spatial Mismatch of the Poor: An Explanation of Recent Declines in Job Isolation." *Journal of Urban Affairs*, 31(5)559-587.

Covington, Kenya. (2007). "Evidence of Dynamic Geographic Shifts in Metropolitan Child Care Markets Over the 1990s." *International Journal of Economic Development*, 9(3):159-204.

Covington, Kenya and Rodney Harrell. (Winter 2007). "From Renting to Homeownership: Using Tax Incentives to Encourage Homeownership among Renters." *Harvard Journal on Legislation*, 44(1):97-117.

Levy DT, TR Miller, M Cohen & Kenya Cox. (Dec. 2006). Costs of Alcohol and Drug-Involved Crime. *Prevention Science*. Vol. 7, pp. 333-342.

Covington, Kenya and William Spriggs. (2004). "Negative Effects of State Welfare Policy on Recipient College Enrollment." *Review of Black Political Economy*. No. 2 (32), pp.7-26.

### **Agency Reports and Commentary**

Covington, Kenya. (February 2015). After the Foreclosure Crisis, Neighborhood Stabilization in Los Angeles, Ventura County Civic Alliance Livable Communities Newsletter 2015, 1st Quarter, Number 33, Feb. 2015. Accessed at: <http://www.vccf.org/programs/civicalliance/lc/2-2015/index.html>

Covington, K.; L. Freeman, and M. Stoll. (October 25, 2011). Commentary: "Subsidies in the Suburbs," *The New Republic*.

2011 State of Black Los Angeles and Introducing the Healthy Neighborhood Index. April 2011. Los Angeles Urban League. Access final report at ([http://www.laul.org/SM\\_LAUL\\_SBLA\\_E\\_Version.pdf](http://www.laul.org/SM_LAUL_SBLA_E_Version.pdf)).

Covington, Kenya and Michael Stoll. (January 2010). The State of Black Los Angeles. Los Angeles Urban League.

Covington, Kenya and Michael Stoll. (January 2010) The State of Park Mesa Heights: the Healthy Neighborhood Index Report. Los Angeles Urban League.

Abel Valenzuela, Kenya Covington and Michael Stoll. (November 2009). The State of Latino Los Angeles. UCLA Chicano Studies Research Center. Latino Policy and Issues Brief, No. 24.

Covington, Kenya. (May 2005). "African American Women Depend Heavily on Social Security." Congressional Black Caucus Foundation, Issue Brief, Washington, DC.

Cox Kenya (2004). "The Transformation of the Welfare Caseload." In Lee Daniels (ed.) *State of Black America 2004*, New York, NY.

Cox Kenya (2003). "The Child Care Imbalance: Impact on Working Opportunities for Poor Mothers." In Lee Daniels (ed.) *State of Black America 2003*, New York, NY.

Rockey Moore M, Kenya Cox (July 2002). Differences in TANF Support Service Utilization: Is there adequate monitoring to ensure program quality? National Urban League Institute for Opportunity and Equality Special Research Report (SRR-02-2002).

Tobin R, T Miller, R Messick, M Burke, G King, Kenya Cox, S Olsen-Allen (2001). Evaluation Design and Evaluability Assessment for a Comprehensive Evaluation of the National Flood Insurance Program, Final Report, Washington DC: American Institutes for Research.

Levy DT, TR Miller & Kenya Cox. (1999). Costs of Underage Drinking, Washington DC: Office of Juvenile Justice and Delinquency Prevention.

Cox Kenya, & TR Miller. (1999). *The Costs of Youth Suicide and Medically Treated Attempts by State*. Landover, Maryland: Children's Safety Network.

Jensen AF, K Covington, TR Miller, & DA Fisher. (1999). US State-level Estimates of Impaired Driving Problems: Incidence, Costs, and Potential Savings from Selected Countermeasures. In *Association for the Advancement of Automotive Medicine. 43rd Annual Proceedings, Barcelona (Sitges), Spain*. Des Plaines, IL: Association for the Advancement of Automotive Medicine, 443-446

Jensen AF, TR Miller, Kenya Covington. (1999). *Impaired Driving In the United States, State Fact Sheets*. Landover, MD, National Public Services Research Institute. Final Report on NHTSA Cooperative Agreement DTNH22-97-H-55072.

Miller TR, Kenya Covington, AF Jensen. (1999). Costs of Injury by Major Cause, United States, 1995: Cobbling Together Estimates, in *Measuring the Burden of Injuries, Proceedings of a Conference in Noordwijkerhout, Netherlands, May 13-15, 1998*, S Mulder and EF van Beeck, ed., Amsterdam: European Consumer Safety Association, 23-40.

### **Working Papers**

Covington, Kenya. (2017). "Do Racial Differences in Economic Coping Explain Differences in Self-Reported Health Quality." Working Paper.

Covington, Kenya. (2017). "Racial and Class Differences in Economic Coping." Working Paper.

Covington, Kenya. (2016). "Coping with Poverty and Future Mortgage Instability." Working Paper.

Covington, Kenya. (2016). "Neighborhood Stabilization: Can Place Based Interventions Influence Welfare Dependence?" Working Paper.

### **PRESENTATIONS**

Overcoming Spatial Mismatch: The Influence of Transit Mode and Transit Quality on Black Male Employment" for the 46th Urban Affairs Association Conference, March 16-19, 2016; San Diego, CA.

Evidence on the Effects of Affordable Housing Panel Discussant Remarks Prepared for the Annual Association for Public Policy Analysis and Management Conference, November 14, 2015; Miami Florida.

Fall 2015 Faculty Professional Development Series. Fostering Personal Student Connections to Course Curriculum, Nov. 6, 2015.

2015 New Faculty Orientation. 12 Pedagogical Practices in 5 Minutes: Managing the Large Writing Assignment.

"Teachable Moments: Promoting Awareness of Diversity through Tailored Course Assignments." 2015 Faculty Senate Retreat.

Why Get a PhD in Planning? Presentation prepared for the Pre-Doctoral Workshop for Students of Color, USC July 21st, 2014. Sponsored by the Association of Collegiate Schools of Planning.

"Early Effects of Neighborhood Stabilization in Los Angeles." Poster Prepared for the 44th Annual Urban Affairs Association meeting, March 21, 2014; San Antonio, Texas.

"Residential Segregation and the Suburbanization of the Poor: Understanding the Links." Paper Presentation Prepared for the 43rd Annual Urban Affairs Association meeting, April 4, 2013; San Francisco.

- “Creating Child- and Age-Friendly Communities.” Presentation Prepared for the American Planning Association National Conference, April 14 – 17, 2012; Los Angeles, CA.
- “Broad Involvement to Sustain and Build Assessment.” Moderated panel at the WASC 2012 Academic Resource Conference, April 18-20, 2012; Costa Mesa, CA.
- “AMEE: An Assessment Planning Web Service Designed with Academia in Mind.” Prepared for the WASC 2012 Academic Resource Conference, April 18-20, 2012; Costa Mesa, CA.
- “Spring Symposium: Place-Based Neighborhood Change: Successes, Challenges, and Opportunities.” April 25, 2011 at the California African American Art Museum.
- “The Suburbanization of Housing Choice Voucher Recipients.” Prepared for the Annual Urban Affairs Association meeting, March 16-19, 2011; New Orleans, LA.
- “Residential Mobility and Housing Choice.” Discussant remarks prepared for the Population Association of America 2011 Annual Meeting; Marriot Wardman Hotel, March 31-April 2, Washington, DC.
- “The Policy Making Process and You” Prepared for A Colloquium Sponsored by NIH-RIMI: CSUN-SFV Collective to Reduce Health Disparities. Held October 11, 2010 at 12:30 – 1:45, Police Training Room and October 12, 2010 at 11:00 – 12:15, SH-322. This workshop provided an overview of the policy making process, major discussion items included how to present scholarly work in digestible bites that the public can understand.
- “Boosting Your Scholarly Activity: Winning Strategies Towards Conference Proposal Acceptance” Prepared for the 2010 CSUN Faculty Retreat, January, 2010; Northridge, CA.
- “EXPLAINING RACIAL/ETHNIC GAPS IN SPATIAL MISMATCH? The Primacy of Racial Segregation” Prepared for the 31<sup>st</sup> Annual Association of Public Policy Analysis and Management meeting, November, 2009; Washington, DC.
- “Racial Segregation and Gaps in Metropolitan Job Isolation.” Prepared for the City Futures 2009 Conference, 4-6 June, 2009; Madrid, Spain.
- “Coping With Poverty during an Economic Bust: Evidence from TANF Eligible Families” Prepared for the 30<sup>th</sup> Annual Association of Public Policy Analysis and Management meeting, November, 2008; Los Angeles, CA.
- “The Welfare State” Discussant Comments Prepared for the 29<sup>th</sup> Annual Association of Public Policy Analysis and Management meeting, November, 2007; Madison, WI.
- “Geographical Access to Jobs and Child Care: Effects on the Labor Force Participation of Mothers” Prepared for the Association of Collegiate Schools of Planning meeting, November, 2007; Milwaukee, WI.
- “Race and Urban Poor Job Isolation Over the 1990s” Prepared for the Annual Urban Affairs Association meeting, April, 2007; Seattle, WA.
- “A National Analysis of Child Care Accessibility Over the 1990s” Prepared for the Annual Association of Public Policy Analysis and Management meeting, November, 2006; Madison, WI.
- “Determinants of Child Care Accessibility Over the 1990s” Prepared for the Association of Collegiate Schools of Planning meeting, November, 2006; Ft. Worth, TX.
- “Understanding Racial Differences: How Welfare Eligibles Coped Over the Economic Downturn” Prepared for the Annual Association of Public Policy Analysis and Management meeting, November, 2005; Washington, DC.
- “Variations in Access to Child Care: Understanding County Level Determinants” Prepared for the Annual Hawaii International Conference on Social Sciences, June 16 -19, 2004; Honolulu, Hawaii.
- “State Welfare Policy and College Enrollment: Exploring the Racial Differences of Race Neutral Policies”. Panel: “Race and Public Policy”, Color Lines Conference, August 29, 2003, Harvard University Cambridge, MA.
- “The Child Care Imbalance: Impact on Working Opportunities for Poor Mothers” at the 35<sup>th</sup> Annual International Association of Black Psychologists Conference in New Orleans, August 6-8, 2003.
- “The Child Care Imbalance: Impact on Working Opportunities for Poor Mothers,” at the State of Black America release, July 23, 2003, Washington, DC.”

“The Negative Effects of TANF on College Enrollment” at a National Urban League Institute for Opportunity and Equality “Forum on Access to Higher Education for TANF Recipients: Research and Practice” sponsored by Senator Jeff Bingaman Monday, July 7 from 1 to 2:30 PM in Dirksen G-11.

“Single Mothers in Higher Education: Empowering Future Women Leaders in a Changing World,” Closing Remarks for a conference at Wilson College, June 29 – 30, 2003.

“Mothers’ Dependence on Geographic Access to Child Care: Shorter Commutes and Higher Labor Force Participation,” Presentation at Women Working to Make a Difference Conference, Institute for Women’s Policy Research, June 24, 2003, Washington, DC.

“The Negative Effects of TANF on College Enrollment” for the panel “Inside the Beltway But Outside the Box: The Disparate Impact of Public Policy on African-American Families” at the Annual National Conference of Black Political Scientist (NCOBPS), March 2003.

“Moderator and Presenter: Welfare Mothers, Non-Traditional Students and College,” Presentation at the Metropolitan College of New York Conference on Bridging the Gap: Higher Education and Career-centered Welfare Reform, November, 18, 2002, NY, New York.

“The Unequal Distribution of Child Care,” Poster Presentation at the 23rd Annual Association for Public Policy Analysis and Management (APPAM) Conference, November 2002, Seattle, WA.

“Has Welfare Reform Been Successful For All Groups? Examining Racial Variations in Caseload Decline,” Presentation at the Race and Politics of Welfare Policy Forum of the National Urban League Institute for Opportunity and Equality, June 8, 2001, Washington, DC.

“Is the Welfare Caseload Becoming More Minority and Why?,” Poster Presentation at the 21<sup>st</sup> Annual Association for Public Policy Analysis and Management (APPAM) Conference, November 2000, Seattle, WA.

### **PROFESSIONAL EXPERIENCE**

#### **Associate Director of Research and Programs**

**5/04-8/06**

*Congressional Black Caucus Foundation; Washington, DC*

Conducted original quantitative research on issues related to family policy, health policy, child care, social and urban policy for underserved populations. Collaborated with external senior research scientist and prominent academics in an effort to bring applied academic research to bear on policy making. Supervised CBCF fellows, and research staff in the production of policy products including research papers, briefs, and fact sheets. Direct the proposal development process, as well as write numerous articles, opinion editorials, policy briefs, policy papers and fact sheets.

#### **Senior Research Analyst**

**2/01-5/04**

*National Urban League Institute for Opportunity and Equality; Washington, DC*

Conceptualized and performed original research on relevant social and urban policy concerns. Managed moderately sized research projects utilizing large national datasets and when appropriate, collected state level data for state policy focused research. Performed data analysis using SAS, STATA and SPSS, regularly merged large datasets. Frequently presented research at academic conferences, congressional media events, and Capitol Hill briefings. Produced a host of deliverables, including: NUL-IOE Fact Sheets and Briefings, Congressional Testimony, NUL Special Research Reports, articles and submissions to academic journals for peer review.

#### **Associate Research Scientist**

**2/00-2/01**

*Pacific Institute for Research and Evaluation (PIRE); Public Services Research Institute, Calverton, MD*

Managed a \$100k National Highway Traffic Safety Administration (NHSTA) grant. Coordinated the development of state-specific Impaired Driving Fact Sheets under a National Highway Traffic Safety Administration (NHSTA) grant. Supervised two staff members in the collection of data for this project. Designed an automated system to annually estimate and update the costs of impaired driving and the cost savings of preventive interventions by state. Provided data analysis of mortality data and injury data using SAS and STATA. Produced a series of fact sheets on the cost of suicide, violent crime and underage drinking of youth. Participated in proposal development, as well as prepared empirical research for submission to peer reviewed journals. Often coordinated project activities with other partner firms in the fulfillment of important project milestones.

**Research Associate**

2/98-2/00

*Pacific Institute for Research and Evaluation (PIRE); Public Services Research Institute, Landover, MD*  
Assisted Principal Investigators and other senior staff in day-to-day project task operations such as: data collection, SAS programming, statistical analysis, and collaboratively documented research findings. Provided technical assistance for tailored local injury cost data as a part of the Children's Safety Network, including estimates on the cost of injury and fatalities associated with underage drinking.

**Social Scientist, GS-9**

10/94-2/98

*U.S. Army Corps of Engineers, Institute of Water Resources, Program Analysis Div.; Alexandria, VA*  
Designed and conducted research evaluating safety at Corps recreational parks. Managed the performance of several contractors who were performing data entry services. Provided support to Corps program area offices in the development of Government Performance Results Act (GPRA) performance measures. Designed questionnaires, collected data and developed concepts, conclusions and recommendations about various environmental/engineering issues and customer service enhancement techniques. Participated as project team member/leader, prepared reports and correspondence concerning the status of projects, and presented findings in public settings.

**Residential Counselor II**

6/93-9/94

*Pines Residential Treatment Center; Portsmouth, VA*

Provided direct residential care counseling to duly diagnosed juveniles with issues ranging from substance abuse and severe aggression to truancy and mild to severe depression. Organized and facilitated group sessions focusing on independent living skills. Exercised crisis intervention and conflict mediation /resolution regularly.

**ACADEMIC EXPERIENCE****Computer Consultant**

'92-'94

*Old Dominion University, Department of Sociology; Norfolk, VA*

Assisted both faculty members and graduate students with research by providing computer assistance and information on academic media. Regularly utilized SPSS and SAS and provided technical support for both programs to faculty and students. Supervised the office and trained the first year Computer Consultant.

**Graduate Assistant**

'97-'99

*University of Maryland, Urban Planning Department; College Park, MD*

Assisted a faculty member with community planning projects in a local neighborhood. Designed and administered a youth program geared to developing entrepreneurial skills in local youth.

**Research Assistant**

'99-'01

*University of Maryland, Baltimore County Campus, Public Policy Department; Baltimore County, MD*

Supported a faculty member with daily course work activities as well as with ongoing research. Provided services ranging from data extraction, data entry, literature searches/reviews, dataset management and statistical programming.

**VOLUNTEER EXPERIENCE****Program Director, Trainer**

1994-1996

*TEDI, The Entrepreneurial Development Institute; Washington, DC*

Administered a youth entrepreneurship program. Planned and conducted weekly training sessions on business plans, academics, and independent living skills.

**Volunteer**

1993

*Help and Emergency Response (H.E.R.); Portsmouth, VA*

Assisted battered woman by providing supportive counseling and responding to the hotline. Worked intensely on empowerment techniques and dedicated time to developing members' vocational skills. Supplied members with



information on various social services that could assist them with their situation.

### **ACTIVITIES**

#### **Vice President**

**1992**

*Kean University Student Organization, Inc; Union, NJ*

Advised 29 funded groups. Responsibilities included coordinating student appointments and monitoring student involvement in college-wide committees. Administrative duties included signatory authority for the organization's \$500,000 annual budget.

#### **President**

**1991**

*Kean College Black Student Union; Union, NJ*

Supervised all activities and operations of the organization in addition to management of a \$30,000 annual budget.

### **REFERENCES:**

#### **Cheryl M. Miller, PhD**

Associate Dean and Professor of Political Science  
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Department of Political Science  
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