



# Budget Office

CITY OF PHILADELPHIA

April 19, 2023

The Honorable Darrell Clarke  
City Council President  
City Hall, Room 490  
Philadelphia, PA 19107

Dear Council President Clarke,

This letter is in response to questions raised by Councilmembers regarding the Proposed FY24 Operating and Capital Budget.

**Councilmember Gilmore-Richardson:** Provide a list of City employment opportunities to CTE teachers and principals.

Employment opportunities for students that include completion of CTE programming include Office Clerk, Trades Helper, Engineering Aide Trainee, Engineering Aide 1, Electronic Technician Trainee, Automotive Apprentice, Public Works Maintenance Trainee, and Health Care Aide. Additional documentation is attached that gives details for each of these titles as well as other positions that students qualify for.

**Councilmember Gilmore-Richardson:** Provide the resume for OHR's Director of Workforce Development.

Our Director of Staff Development is Natasha Brown, Ed.D., MSODL and we have attached her Resume and Curriculum Vitae for your review.

**Councilmember Gilmore-Richardson:** Provide the demographics of the individuals in the firm working on OHR's DEI contract.

OHR currently has a contract with Via Evaluation, a woman owned firm, who has been tasked with identifying barriers in the Civil Service assessment process for candidates of color, candidates who identify other than male, and candidates from a variety of backgrounds and marginalized groups. The objectives are to increase the diversity of Civil Service workforce, sustain validity and reduce adverse impact in the Civil Service assessment process. Key metrics include increased diversity in Civil Service titles underrepresented among these groups, higher pass rates, higher show rates, and increased representation in the top 25% of eligible lists.

The team assigned to this project was made up of two females, one white and one a person of color. The person of color has since left the firm, that position has not been replaced.

## List of City of Philadelphia Civil Service Classes aligned with CTE programs

Note: These specialized positions are hard to fill, most eligible lists have fewer candidates and are exhausted. Therefore, no preference is needed as majority candidates are contacted for interviews.

### Office Clerk (Keyboarding)

- Requires completion of high school, basic knowledge of Microsoft Office
- **Keyboarding specialty** list has few candidates and is exhausted. Keyboarding Specialty requires typing proficiency based on words per minute.
- Starting salary \$30,944

### Trades Helper (Various areas of specialization – Carpentry, Machinist, Mechanical, Electrical)

- Completion of twelfth school grade
  - Six months of experience in the trade specialty
- NOTE: Successful completion of a certified apprenticeship program in the trades specialty may be substituted for the experience.
- Starting salary \$36,340
  - We can add Note that successful completion of CTE program in area of trades specialty meets requirements.

### Engineering Aide Trainee

- Completion of twelfth school grade
- Successful completion of the Philadelphia Water Department Apprenticeship Program
- Note: We can expand to include other apprenticeships.
- Note: Successful completion of CTE program in area of engineering technology meets requirements.

### Engineering Aide 1

- Completion of twelfth school grade
- Six months of trainee level experience performing engineering or architectural support tasks for engineering, surveying, or environmental/scientific studies or projects.
- Starting salary \$35,042 - \$36,340

### Electronic Technician Trainee

- Completion of twelfth school grade
- Certification of completion for professional training in fundamentals of instrumentation and control by Philadelphia Water Department.
- Starting salary \$41,930

### Automotive Apprentice (Auto Body; Auto Repair)

- Completion of high school
- Successful completion of the paid internship program by the City's Office of Fleet Management.
- Starting salary \$35,042

### Public Works Maintenance Trainee

- Completion of the twelfth school grade.
- Successful completion of the 450 hour Philadelphia Water Department Utility Maintenance Apprenticeship Program.

or

Successful completion of the 390 hour Philadelphia Department of Public Property Maintenance Apprenticeship Program.

or

Successful completion of 655 hours of the Streets Department's formal high school or workforce development internship program in Roadway Maintenance.

### Health Care Aide

- Completion of twelfth school grade
- Actively registered with PA Nurse Aide Registry
- Starting salary \$33,669

**List of Entry Level Classes:**

The below list presents a variety of career opportunities with the City of Philadelphia Civil Service. Titles are presented for candidates with no experience or one year of experience may enter a career in Civil Service through a designated job class.

The entry level pathways to Civil Service are organized by job family and educational requirements.

**TABLE A Entry level classes to Civil Service that require education less than high school**

<b>Job Family</b>	<b>Class Title</b>	<b>Additional requirements</b>	<b>Career Path</b>
Security	School Crossing Guard (6D44)		
Labor/Trades	Laborer (7A01)		Competitive promotional opportunities after two to three years for crew chief role
Equipment Operation	Equipment Operator 1 (7C11)	Possession of a Commercial Driver's License (CDL) in PA	Competitive promotional opportunities after one totwo years of experience
Custodial	General Departmental Worker (7D01)		
Recreation	Pool Maintenance Attendant (9C05)		

**TABLE B Entry level classes to Civil Service that require six months of experience eight grade education**

<b>Job Family</b>	<b>Class Title</b>	<b>Additional requirements</b>	<b>Career Path</b>
Labor/Trades	Semi-skilled Laborer (7A03)	Six months of laboring experience	Competitive promotional opportunities after two years of experience
Water/Sewer	Water Operations Repair Helper (7B01)	Six months of laboring experience	Competitive promotional opportunity after one year of experience
Custodial	Custodial Worker 1 (7D11)	Six months of custodial experience	Competitive promotional opportunities after one to two years of experience
Building Maintenance	Trades Helper (7H01)	Six months of experience in a trade.	Competitive promotional opportunities after three years of experience

**TABLE C Entry level classes to Civil Service that require completion of education equivalent to high school. No additional experience.**

<b>Job Family</b>	<b>Class Title</b>	<b>Career Path</b>
General Clerical	Office Clerk 2 (1A03)(General)(Keyboarding)	2 years of experience to promote to higher level clerical titles.
Correctional	Correctional Officer (5H04) Deputy Sheriff Officer Recruit (5H40)	Competitive promotional opportunities after two years of experience
Communications	Police Communications Dispatcher Trainee (6J31) Fire Communications Dispatcher Trainee (6J41)	Police Communications Dispatcher (6J32) Fire Communications Dispatcher

**TABLE D Entry level classes to Civil Service for Police and Fire classes that require completion of education equivalent to high school.**

<b>Job Family</b>	<b>Class Title</b>	<b>Career Path</b>
Police	Police Officer Recruit (6A01)	Police Officer 1 (6A02)
Fire	Firefighter (6B01)	Competitive promotional opportunity after four years of experience

**TABLE E Entry-level classes to Civil Service that require education equivalent to high school with an apprenticeship or certification**

<b>Job Family</b>	<b>Class Title</b>	<b>Additional requirements</b>	<b>Career Path</b>
Engineering & Architectural support	Engineering Aide Trainee (3A30)	Completion of an apprenticeship program with Water or Streets Department.	Competitive promotional opportunity after one year of experience
Engineering & Architectural support	Engineering Aide 1	Completion of CTE program in CADD or architectural drafting from PSD.	Engineering Aide 2
Automotive	Automotive Apprentice (7F01)	360 hours in an automotive body or mechanical repair shop program and completion of Fleet internship program	Competitive promotional opportunity after two years of experience
Building Maintenance	Trades Helper (7H01)	Completion of CTE program in area of specialization.	Various – (Electrician 1, HVAC 1, Carpenter 1, Automotive Technician 1, etc.)
Building Maintenance	Public Works Maintenance Trainee (7H02)	Completion of an apprenticeship program with Water, Streets or Public Property.	Competitive promotional opportunity after two years of experience

**Table F - Entry-level classes to Civil Service that require education equivalent to high school and one year or less of experience.**

<b>Job Family</b>	<b>Class Title</b>	<b>Additional requirements</b>	<b>Career Path</b>
Stores	Stores Worker (1F06)	One year of receiving or storing parts and supplies.	Competitive promotional opportunities after two years of experience as a Stores Worker or three years for supervisory role
Security	Municipal Guard (6D01)	One year of security experience OR one year of experience in the U.S. Armed Services	Competitive promotional opportunity after two years for supervisory role
Communications	3-1-1 Contact Center Trainee (6J55)	Six months of experience in a high-volume call center	3-1-1 Contact Center Agent (6J56)
	Airport Communications Operator 1 (6J06)	One year of experience providing information to the public or answering complaints.	Airport Communications Center Operator 2 (6J07)

# NATASHA BROWN, Ed.D., MSODL

## SUMMARY

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- Accomplished director, professor, and consultant with 15+ years of experience in human resource development, organizational development and leadership, higher education, health care administration, and behavioral health
- Extensive training professional experience in staff development, succession planning, employee engagement, process and productivity improvements, performance management, curriculum design, and assessment
- Energetic and goal-oriented with proven success displaying best leadership practices and innovation
- Solid track record in student-centered teaching and crisis leadership
- Technology savvy and persuasive communicator with high emotional intelligence
- Received excellent evaluations and awards for management and organizational skills

## CORE COMPETENCIES

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- |                                    |                                   |                                  |
|------------------------------------|-----------------------------------|----------------------------------|
| • Talent Management                | • Program Management              | • Administrative Operations      |
| • Training & Development           | • Strategic Planning              | • Budgeting                      |
| • Labor Relations/ Student Affairs | • Change Management               | • Evaluations & Surveys          |
| • Diversity & Recruitment          | • Curriculum Design & Instruction | • Communications & Presentations |

## PROFESSIONAL ACHIEVEMENTS – DIRECTOR LEVEL

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- Recruit, interview, hire, train, and supervise highly qualified small group leaders/physicians, faculty, and staff
- Manage strategic leadership and organizational effectiveness solutions to address performance management, career development, succession planning, competency development, productivity, research, and assessment
- Develop and implement daily huddles to enhance real time communication with staff and problem solve issues
- Conduct classroom observations to directly observe program implementation and professional development
- Ensure compliance of student records: registration, grading, billing, transfers, withdrawals, and graduation
- Manage program budget, work plans, and events. Record purchases and process invoices

## PROFESSIONAL ACHIEVEMENTS - EDUCATOR/ADMINISTRATOR ROLE

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- Oversee administrative operations and budgets, supervise employees, and develop policies and procedures
- Proficient in talent development, coaching, mentoring, mediation, conflict resolution, and labor relations
- Expert in developing master's programs and conducting master's programs accreditation reviews, course coordination, curriculum development, assessment development, and evaluations
- Adept in teaching face-to-face or virtually leadership, change management, and diversity courses and workshops
- Skilled in teaching the importance of the doctor-patient relationship programs for medical students and faculty
- Instruct doctoral level students on how to examine their bias, attitudes, and behaviors and how to develop leadership skills for dealing with cultural differences both within the student body and in the workplace
- Coordinate major educational events acclaimed as outstanding, marketable, and within the budget

## EXPERIENCE

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CITY OF PHILADELPHIA, Philadelphia, PA – <b>Director of Staff Development</b>	1/2023 – Present
PEIRCE COLLEGE, Philadelphia, PA – <b>Adjunct Professor</b>	9/2018 – Present
ROWAN UNIVERSITY, Glassboro, NJ – <b>Adjunct Professor</b>	1/2015 – Present
LA SALLE UNIVERSITY, Philadelphia, PA – <b>Assistant Director of Operations</b>	10/2019 – 9/2021
UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA – <b>Associate Director</b>	7/2017 – 11/2018
THOMAS JEFFERSON UNIVERSITY, Philadelphia, PA – <b>Education Coordinator III</b>	6/2008 – 6/2017
NORTHEAST GROWTH & DEVELOPMENT, Philadelphia, PA – <b>Clinical Services Director</b>	11/2006 – 6/2008
FRIENDS HOSPITAL, Philadelphia, PA- <b>Staffing Coordinator</b>	5/2003 – 11/2006

## EDUCATION

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### Ed.D, EDUCATIONAL LEADERSHIP AND MANAGEMENT

Drexel University, Philadelphia, PA

- Concentration: Human Resource Development
- G.P.A.: 3.8 Magna Cum Laude

### MS, ORGANIZATIONAL DEVELOPMENT and LEADERSHIP

Philadelphia College of Osteopathic Medicine, Philadelphia, PA

- G.P.A.: 3.8 Magna Cum Laude

### BS, PSYCHOLOGY

Morgan State University, Baltimore, MD

- G.P.A.: 3.5 Cum Laude and Dean's List

### CERTIFICATIONS

University of Pennsylvania, Philadelphia, PA

- Supervisory Skills Certificate

## SKILLS

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Quantitative & Qualitative research methods, APA/MLA style, Lean Thinking, Six Sigma, Emotional Intelligence, Crucial Conversations, 360-degree feedback, Microsoft Office, Med Series, E-time Software, PeopleAdmin, Eforms, Zoom, PeopleSoft, HealthStream, Banner, Argos, Degree Works, Blackboard, Canvas, TK20, LXR, ExamSoft, NearPod, Handshake, TurningPoint, Outlook, Ice, Pennant, SMS, Graduation Checkout, CIT, AIT, Salesforce, Starfish, Slate, DocuSign, Qualtrics

## RESEARCH

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- Co-Author: Improving LGBTQ Health Education for Tomorrow's Physicians: Results from a Clinical Medicine Curriculum Intervention
- Co-Author: Integral Identities: Baseline Analysis of First-Year Medical Students' Preparedness to Interact with LGBTQ Patients
- Author: Transforming Leadership in Hospitals by Exploring Leadership Practices for Organizational Success
- Co-Author: Direct from the Students: Ideas to Improve Diversity Education
- Author: The Process of Friends Hospital Staffing Office Creating Employee Value, Satisfaction and Loyalty
- Author: The Effects of Part-Time Work Intensity among College Students at Morgan State University

## AFFILIATIONS AND AWARDS

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|---|----------------|
| • Drexel University Ed.D Program Dissertation Process Advisor and Mentor          | 2015 – Present |
| • Wellgates Scholar Program Member  | 2012 – Present |
| • PCOM Board of Directors Capstone Member   | 2008 – Present |
| • LaSalle University Arts & Sciences Strategic Planning Committee Member          | 2019 – 2021    |
| • LaSalle University Finance and Budgeting Committee Member                       | 2019 – 2021    |
| • PCOM Pillars Alumni Volunteer Honoree   | 2018           |
| • Philadelphia High School for Girls Career Day Alumna Honoree                    | 2017           |
| • Jefferson Employee Advisory Council   | 2013 – 2017    |
| • Dedication of Service Award Thomas Jefferson University                         | 2013           |
| • Excellence in Promoting the Welfare of Jefferson Medical College Students Award | 2013           |
| • Jefferson Medical College Technology Curriculum Board Member                    | 2011 – 2017    |
| • Jefferson Family Medical Associates Researcher and Consultant                   | 2011 – 2017    |

## COMMUNITY SERVICE

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|--|----------------|
| • Volunteer Tutor to children and adolescents in urban communities               | 2016 – Present |
| • Girl Scouts of Eastern Pennsylvania Volunteer, Fundraising, and Carpool Driver | 2018 – 2021    |

# Natasha Brown, Ed.D., MSODL

## CURRICULUM VITAE

### PROFESSIONAL PROFILE:

Accomplished director, professor, and consultant with 20+ years of an extensive background in education, higher education, human resource development, organizational development and leadership, health care administration, and behavioral health. Energetic and goal-oriented with proven success in displaying best leadership skills and practices, business analytics, learning theory, change management, performance consulting, and action research into driving the organization strategy and aligning the development of faculty, students, and employees to achieve the organization mission and goals. Solid track record in holistic, student-centered teaching, crisis leadership, and diversity/inclusion. Technology savvy, innovative, and persuasive communicator with high emotional intelligence.

### HIGHLIGHTS OF QUALIFICATIONS:

- Lead problem-solver and efficiency specialist in creating high-performance organizations, oversee administrative operations and budgets, supervise employees, and develop policies, systems, and procedures for large, complex organizations.
- Proficient in strategic talent acquisition, talent development, talent management, employee engagement, mediation, conflict resolution, labor relations practices, and knowledge of faculty and student affairs.
- Expert in developing education programs and certificates, conducting accreditation reviews, course coordination, curriculum development, assessment development, and evaluations.
- Adept in teaching face-to-face, online, and hybrid organizational leadership and management, human resource development, systems dynamics and change, action research, strategic project management, ethics, and diversity (DEIB) courses, trainings, and workshops to students, staff, and faculty.
- Skilled educator in teaching the importance of the doctor-patient relationship and creating leadership development programs for medical students and faculty for successful patient encounters in hospitals.
- Selected by superiors to serve as a researcher, consultant, committee board member, and role model.
- Valued by colleagues as advisor in the areas of training and learning management systems.
- Received excellent evaluations and awards for management and organizational skills.
- Coordinated major educational events acclaimed as outstanding, marketable, and within the budget.

### TEACHING AND RESEARCH INTERESTS:

- Organizational Development and Leadership
- Human Resource Development
- Educational Leadership and Management
- Systems Dynamics and Change
- Career Development and Employee Engagement
- Electronic Collaboration and Interaction in Learning Environments
- Diversity/Inclusion, Recruitment, and Retention
- Qualitative Research and Action Research

## **TEACHING EXPERIENCE:**

### **Adjunct Professor, September 2018- Present**

**Peirce College, Philadelphia, PA**

**Department of Graduate Studies**

*Strategic Human Resource Management Course*

- Teach master's level students how human resource management impacts organizational strategy, performance, systems, talent management, and team development.

*Systems Dynamics and Change Course*

- Teach master's level students the theories and practices of transactional and transformational change, organizational assessment and diagnosis, and effective team management.

*Strategic Planning and Organizational Development in Healthcare Course*

- Teach undergraduate students fundamental leadership skills, assessing the impact of organizational change, and the analysis of human resource strategies for organizational best practices in healthcare.

*Performance Leadership and Culture in Healthcare Course*

- Teach master's level students leadership theories, models, and frameworks to develop the best strategies to manage and to measure change processes for effective and efficient organizational performance and delivery of quality healthcare services.

*Leadership Project Management Strategy Course*

- Teach master's level students the fundamental concepts, processes, practices, tools, and techniques necessary to successfully manage projects in organizations.

*Customer Relationship Management Course*

- Teach undergraduate marketing students how to create a strategic framework for managing customer relationships and building customer value, empowerment, loyalty, and retention.

*Ethical Decision Making Course*

- Teach master's level students how to compare and contrast various ethical decision making theories and constructs as applied to leadership, organizational decision making, and compliance.

*Developing Systems Literacy Course*

- Teach master's level students the information needs of 21<sup>st</sup> century organizations and the role information systems play in meeting those needs and the potential for information systems to be a source of competitive advantage and a driver of organizational change.

### **Adjunct Professor, January 2015- Present**

**Rowan University, Glassboro, NJ**

**Department of Educational Services, Administration and Higher Education**

*Diversity in Educational Leadership Course*

- Instruct doctoral level students on how to examine their bias, attitudes, and behaviors and how to develop leadership skills for dealing with cultural differences both within the student body and in the workplace.

*Changing Organizations Course*

- Instruct doctoral level students on how to develop leadership skills to master the use of change theories for implementing effective change that produced desired outcomes in educational institutions.

*Action Research in Educational Leadership Course*

- Instruct doctoral level students on how to identify researchable problems in educational settings and how to make educational changes for improving collaborative organizational learning.

*Current Issues in Higher Education Course*

- Instruct doctoral level students on the philosophical and theoretical foundations of higher education and the national and international marketization.

## **PROFESSIONAL EXPERIENCE:**

### **Assistant Director of Operations, October 2019-September 2021**

#### **La Salle University, Philadelphia, PA**

Supervised the Dean's Office administrative and operational practices for the large, complex School of Arts & Sciences 19 departments, 350 employees, and 4,000 students. Assisted the Dean in developing best policies, systems, and procedures to support the administrative functioning and to manage the administrative personnel and budget to make the school operate for organizational success.

- Supervised the School of Arts & Sciences 12 Administrative Assistants, including the hiring and supervision of 4 student workers. Completed performance reviews for all support staff in collaboration with department chairs. Recruited, hired, and trained new employees for the Dean's Office and other departments across the university. Assisted departments in onboarding new employees and succession planning. Worked with HR to handle the visa process for new international faculty. Planned and organized monthly professional development series for Arts & Sciences support staff and oversaw computer-based training sessions (CBT).
- Managed the Dean's Operating budget, the Dean's Strategic Initiative Fund and multiple endowments. Supported department chairs with budget monitoring. Served as the Spend Control Coordinator for internal audit and budget control matters. Advised the Dean on resource allocation and reallocation issues.
- Supervised payment processes including Payroll, one-time payments, stipends, and reimbursements. Tracked faculty/staff load and compensation. Periodically review Chair and Director compensation. Govern electronic and paper School faculty/staff files. Supervised the Faculty Development/Travel application and reimbursement processes.
- Maintained current lists of Arts & Sciences faculty, staff, and students for communication purposes. Managed the internal and external communications for the School of Arts & Sciences. Drafted weekly communications to internal communities about policies, procedures, and/or deadlines.
- Administered calendars and timelines for the School of Arts & Sciences. Initiated planning for upcoming events and deadlines. Contributed to monthly Department Chairs'/Directors' meeting plans by determining the most important information and administrative development needs of Chairs and schedule presenters based upon those needs.
- Evaluated and planned for effective use of technology for greater efficiency in scheduling, data collection, surveys, and design spreadsheets. Performed analyses and prepared final data reports. Officiate the School of Arts & Sciences website, Canvas courses, and social media.
- Collaborated with the Finance Department, Facilities Management, Technology, Human Resources, Communication and Marketing, Dining Services, Public Safety, Library, Parking and ID, Admissions, Enrollment, Student Affairs, and the Provost Office to meet the needs of student and staff.
- Troubleshooted Arts & Sciences problems/issues and represented the School on University committees and workgroups.

### **Associate Director, July 2017-November 2018**

#### **University of Pennsylvania, Philadelphia, PA**

Managed academic and operational aspects of 9 Perelman School of Medicine master's degree programs for 450 students. Set the direction and provided information of the school's internal academic and policy development for programs and administrative operations that aligned with the core mission and university policies. Assisted in designing new master's programs and certificates and guided the new programs through the school and university approval process.

- Managed, prepared, and supported the internal and external accreditation review process of master's degree programs. Supported the review committee chair by maintaining and disseminating meeting minutes, coordinated the collection and circulation of self-evaluation, created and managed surveys, and supported the external site visitors. Supervised the internal and external site visit arrangements.

- Ensured compliance of student records including registration, grading, billing, transfers, withdrawals, leave reports, and graduation. Managed student records in the SRS, Pennant, SMS, Graduation Checkout, CIT, AIT, and Datawarehouse management systems.
- Reported and analyzed student data, courses taught, export-import of tuition, faculty teaching effort, and related matters.
- Created and delivered the new coordinator orientation program and the new program directors orientation program. Designed the Coordinator Handbook.
- Hosted the Faculty Advisory Committee meetings and the Coordinators Committee meetings.
- Created and managed the content of the Office of Master's Program website. Collaborated with the Perelman School of Medicine master programs to ensure a smooth flow of information on all program websites.
- Supervised the Office of Master's Program Coordinator.

### **Education Coordinator III, June 2008-June 2017**

#### **Thomas Jefferson University, Philadelphia, PA**

Managed all aspects and logistics of the Sidney Kimmel Medical College Introduction to Clinical Medicine Course, 85 lectures, 20 small group sessions, and 10 clinical skills sessions for 270 first year medical students to ensure quality: including program delivery, scheduling, curriculum development, and website management. Directed the organizational design, planning, and implementation of medical education for 270 first year medical students, and 50 small group leaders/faculty to enhance existing programs through change management, organizational learning, and strategic management skills, and theories of practice. Course topics: narrative competence, ethics, interprofessional teams, behavioral psychology, health policy, addiction disorders, sexuality, culture and bias issues in medicine, violence and abuse, and evidence-based medicine.

- Recruited and supervised 50 highly qualified small group leaders/faculty. Designed and provided orientations, ongoing faculty development, and 360-degree feedback sessions to develop a strong, cohesive faculty culture of excellence.
- Integrated new technologies and pedagogies that enhanced program quality, learning, and student retention. Monitored trends in higher education to outweigh the competition.
- Created the Culture and Diversity Program. Designed and oversaw the academic curriculum guidelines. Prepared and presented lectures on culture and diversity. Informed the students about various culture and diversity campus events, recorded the students' attendance, created the reflection paper questions, and graded the reflection assignments.
- Conducted classroom observations to directly observe program implementation. Designed and distributed online assessments and evaluations to students and faculty according to LCME regulations and requirements to ensure Compliance. Reviewed assessments and evaluations to identify trends and gaps to build support systems for continuous improvements.
- Communicated with students regularly regarding student assignments, schedules, workshops, and clinical skills sessions. Collaborated with course liaisons to address student issues, ensured course communications with student body, responded to class needs, counseled, and intervened to address issues as they arose.
- Maintained all records of student communications, assignments, and grades for ICM 1. Reported results of student performance to course directors, registrar's office, and dean's office.
- Managed the program budget, work plans, and events. Recorded purchases and processed invoices.

**Clinical Services Director, November 2006-June 2008**  
**Northeast Growth and Development Center, Philadelphia, PA**

Supervised 50 Early Intervention Clinical Therapists and Contractors for the 3-center based and home setting programs. Recruited therapists, conducted initial interviews, orientations and trainings for psychologists, social workers, speech, occupational, and physical therapists. Assigned caseloads and schedules for the therapists that ensured quality services and met the organizational goals and needs of the children.

- Reviewed and monitored statistical data and progress notes.
- Performed evaluations and designed individual development plans to promote personal growth and job success.
- Attended Early Intervention trainings, conferences, and seminars for continuing education and professionalism.
- Provided therapists, parents, co-workers, and outside vendors with full customer service and attention by treating them with kindness, dignity, respect, and understanding.

**Staffing Coordinator, September 2005-November 2006**  
**Friends Hospital, Philadelphia, PA**

Managed the daily operations of the nursing scheduling program for 9 departments and the crisis center, filed paperwork, and prepared monthly statistical reports for meetings. Collaborated with the Chief Nursing Officers, Clinical Directors, and Business Managers to develop and implement recruitment and marketing strategies to decrease vacancies and to build the retention rate while maintaining budgets for 9 departments and the crisis center.

- Organized and inputted the scheduling data into Med Series 4.1e for the employee payroll system and distributed paychecks to the employees.
- Scheduled mandatory trainings and test practices that followed the laws and identified with the departmental goals, objectives, and the mission.

**Career Coordinator, March 2005- August 2005**  
**Philadelphia College of Osteopathic Medicine, Philadelphia, PA**

Provided career counseling and work study opportunities for graduate students to enhance their field experience. Organized student academic records and developed program materials.

- Registered graduate students for the orientation process, medical insurance, residential housing, and counseling sessions.
- Scheduled dates and room reservations for exams and organizational meetings.
- Ordered materials and supplies for student activities and commencement ceremonies.

**Mental Health Associate, May 2003-September 2005**  
**Friends Hospital, Philadelphia, PA**

Delivered physiologic and interpersonal care according to standards consistent with multi-disciplinary treatments and discharge plans under the supervision of a nurse. Contributed to the development and implementation of treatment plans to provide behavioral health care services.

- Participated in performance improvement, in service education, and customer service relations activities.
- Organized patients' medical records and updated their documents in the Med Series 4.1e computer system.
- Trained and coached new employees, acted as a mentor, and a role model to employees on the 9 hospital units.

### **Admissions Director, October 2001-September 2002**

#### **AFNA, Philadelphia, PA**

Interviewed students and recorded their academic, economic, career choices, and other significant steps towards their career pathways.

- Developed enrollment applications and program materials for the AFNA program.
- Prepared Excel spreadsheets of total student enrollment, grades, activities, and achievements from seventh grade students to graduate students in the program.
- Assisted the accountant with maintaining Excel spreadsheets for AFNA's monthly budgets, expenses, and payroll system.

### **Senior College Monitor, May 2000-September 2000**

#### **Frankford Group Ministry, Philadelphia, PA**

Provided career and educational counseling to adolescents in various areas of development in their occupational choices. Complied students' academic records and prepared program materials, reports, summaries, and recommendations.

- Resolved work related conflicts, problems, and discrepancies between students and their employers'.
- Conducted group seminars to provide information and counseling on societal issues that adolescents faced.
- Collected the time sheets and distributed the paychecks to the students and college monitors.

### **Early Childhood Teacher Assistant, May-September, 1997-1999**

#### **Little Voices Daycare, Philadelphia, PA**

Instructed children in activities designed to promote social, physical, and intellectual growth. Designed visual and interactive lesson plans for the children.

- Implemented individual plans based on the needs and abilities of the children.
- Conducted children group activities to stimulate their growth in language, social, and motor skills.
- Provided an environment that expressed outstanding customer service, empathy to parents' concerns, caring attitudes, and actions with consideration for the needs of children.

### **Teacher Assistant, January 1999-May 1999**

#### **Morgan State University, Baltimore, MD**

Assisted the professor in the Theories and Personality Psychology Class with lecture presentations and group projects.

- Recorded the attendance and compiled and organized the academic grades into Excel spreadsheets.
- Managed the distribution and collection of exams, delivered, and retrieved the exams from the Testing Services Department.
- Typed letters, filed documents, and transcribed notes.

### **SKILLS:**

Quantitative and Qualitative research methods, APA/MLA style, Lean Thinking, Six Sigma, Emotional Intelligence, Crucial Conversations, 360-degree feedback, Microsoft Office Suite, Microsoft Teams, SPSS, NVivo, Med Series, E-time Software, PeopleAdmin, PeopleSoft, HealthStream, Citrix, Rexpert, Banner, Argos, Degree Works, Blackboard, Canvas, TK20, LXR, ExamSoft, NearPod, TurningPoint, Outlook, Ice, Pennant, SMS, Graduation Checkout, CIT, AIT, Salesforce, Starfish, Slate, DocuSign, Eforms, Qualtrics, Handshake, Knowledge Link, Zoom

### **CERTIFICATIONS:**

- Supervisory Skills Certificate, 2018

## **PROFESSIONAL MEMBERSHIPS:**

- Drexel University Ed.D Program Dissertation Process Advisor, 2015-Present
- Wellgates Scholar Program Member, 2012-Present
- PCOM Board of Directors Capstone Member, 2008-Present
- LaSalle University Arts & Sciences Strategic Planning Committee Member, 2019-2021
- LaSalle University Finance and Budgeting Committee Member, 2019-2021
- Jefferson Employee Advisory Council, 2013-2017
- Jefferson Medical College Technology Curriculum Board Member, 2011-2017
- Jefferson Family Medical Associates Researcher and Consultant, 2011-2017

## **HONORS AND AWARDS:**

- PCOM Pillars Alumni Volunteer Honoree, 2018
- Certificate of Appreciation Philadelphia High School for Girls Career Day, 2017
- Dedication of Service Award Thomas Jefferson University, 2013
- Excellence in Promoting the Welfare of Jefferson Medical College Students Award, 2013
- Chancellor's List Graduate Honor Society, 2005
- Thurgood Marshall Scholarship, 2001
- National Dean's List, 2001
- Alpha Kappa Mu Honor Society, 2000
- Golden Key Honor Society, 2000
- Dedicated College Monitor, 2000
- Who's Who Among American College and Universities, 2000
- Psychological Society, 1997-2001
- Psychology Award, 1997-2001
- Psi Chi National Honor Society, 1999
- Simone Paper Industry Scholarship, 1997-2000
- Alpha Lambda Delta National Honor Society, 1998
- Phi Eta Sigma National Honor Society, 1998

## **RESEARCH:**

- Co-Author: Improving LGBTQ Health Education for Tomorrow's Physicians: Results from a Clinical Medicine Curriculum Intervention (2017) Philadelphia, PA
- Co-Author: Integral Identities: Baseline Analysis of First-Year Medical Students' Preparedness to Interact with LGBTQ Patients (2017) Philadelphia, PA
- Transforming Leadership in Hospitals by Exploring Leadership Practices for Organizational Success (2014) Philadelphia, PA
- Co-Author: Direct from Students: Ideas to Improve Diversity Education (2014) Philadelphia, PA
- Formal Leadership Mentoring Program for Coordinators at Thomas Jefferson University (2013) Philadelphia, PA
- Jefferson Family Medical Associates Employee Satisfaction (2012) Philadelphia, PA
- Designing a Leadership Development Plan to Increase Career Satisfaction for Women and Minority Faculty in Academic Medicine (2012) Philadelphia, PA
- Friends Hospital Human Resource Department Assessment (2012) Philadelphia, PA
- The Development and Implementation of Electronic Collaboration and Interaction in Learning Environments (2011) Philadelphia, PA
- The Process of Friends Hospital Staffing Office Creating Employee Value, Satisfaction, and Loyalty (2006) Philadelphia, PA
- The Effects of Workplace Violence (2005) Philadelphia, PA
- The Retention Rate of Friends Hospital Mental Health Associate Employees (2005) Philadelphia, PA
- The Effects of Part-Time Work Intensity among College Students at Morgan State University (2001) Baltimore, MD

## **PRESENTATIONS:**

- Alumna Presenter: Philadelphia College of Osteopathic Medicine Career Day (2018) Philadelphia, PA
- Alumna Presenter: Philadelphia High School for Girls Career Day (2017) Philadelphia, PA
- Presenter: G4 Empowerment Career Day (2017) Philadelphia, PA

## **COMMUNITY SERVICE:**

- Volunteer Tutor to children and adolescents in urban communities, 2016- Present
- Girl Scouts of Eastern Pennsylvania Volunteer, Fundraising, and Carpool Driver, 2018- Present
- Block Captain Assistant, 1991-2009

## **EDUCATION:**

### **Ed.D, EDUCATIONAL LEADERSHIP and MANAGEMENT**

Concentration: Human Resource

Development Drexel University,  
Philadelphia, PA

Dissertation: *Transforming Leadership in Hospitals by Exploring Leadership Practices for Organizational Success*

G.P.A.: 3.8 Magna Cum Laude 2011- 2014

### **MS, ORGANIZATIONAL DEVELOPMENT and LEADERSHIP**

Philadelphia College of Osteopathic Medicine, Philadelphia, PA

Thesis: *The Process of Friends Hospital Staffing Office Creating Employee Value, Satisfaction and Loyalty*

G.P.A.: 3.8 Magna Cum Laude 2004- 2006

### **BS, PSYCHOLOGY**

Morgan State University, Baltimore, MD

Thesis: *The Effects of Part-Time Work Intensity among College Students at Morgan State University*

G.P.A.: 3.5 Cum Laude and Dean's List 1997-2001