

County Council of Howard County, Maryland

2025 Legislative Session

Legislative day # 5

RESOLUTION NO. 71 - 2025

Introduced by: Chairperson at the request of the County Executive

Short Title: Appointing Dr. Dana E. Edwards, DOL, to the Commission for Women.

Title: A RESOLUTION confirming the appointment of Dr. Dana E. Edwards, DOL, to the Commission for Women.

Introduced and read first time on April 7, 2025.

By order Michelle Harrod
Michelle Harrod, Administrator to the County Council

Read for a second time and a public hearing held on April 21, 2025.

By order Michelle Harrod
Michelle Harrod, Administrator to the County Council

This Resolution was read the third time and was Adopted ☒, Adopted with amendments ☐, Failed ☐, Withdrawn ☐ by the County Council on May 5, 2025.

Certified by Michelle Harrod
Michelle Harrod, Administrator to the County Council

NOTE: [[text in brackets]] indicates deletions from existing language; TEXT IN SMALL CAPITALS indicates additions to existing language. ~~Strike-out~~ indicates material deleted by amendment; Underlining indicates material added by amendment.

WHEREAS, Section 404 of the Howard County Charter and Section 6.300 of the Howard County Code provide for the County Executive to appoint and for the County Council to confirm nominees to Howard County Boards and Commissions created by law; and

WHEREAS, Sections 6.333 and 12.700 through 12.702 of the Howard County Code provide for a Commission for Women in Howard County; and

WHEREAS, the County Executive has proposed the appointment of Dr. Dana E. Edwards, DOL, as a member of the Commission for Women; and

WHEREAS, the County Council ratifies the County Executive's special trust and confidence in the abilities of the nominee.

NOW, THEREFORE, BE IT RESOLVED by the County Council of Howard County, Maryland this 5 day of May, 2025 that the following person is appointed as a member of the Commission for Women to serve from the passage of this Resolution to May 5, 2028 or until a successor is appointed and confirmed:

Dr. Dana E. Edwards, DOL
Columbia, Maryland

DR. DANA E. EDWARDS, DOL

Columbia, Maryland

KEY STRENGTHS

Equity	System's Thinking	Complex Problem Solving
Strategy Development & Execution	Organizational Leadership	Collaboration
Change Management	Leadership Development	Communication
Stakeholder Engagement	Talent Development	

CAREER OVERVIEW

Montgomery County Public Schools, Rockville, Maryland

2004- Present

Chief, District Operations

2022- Present

- Redesigned organizational structures and processes strategically synthesizing the equitable use, distribution, and monitoring of operational functions and resources for 211 schools and over 15 central office locations
- Coached operational leaders' creation of department strategic plans with quantifiable goals to optimize efficiency and support instructional priorities across the school district
- Spearheaded a team approach formulating and implementing a comprehensive plan addressing the driver shortage through innovative recruitment and retention efforts, compensation enhancements, and professional development to decrease the number of missed routes from 163 to 0 over 6 months
- Commissioned the re-design of construction project management with an anticipated increase within 3 years of timely completion of projects, decreased resource costs and increased overall logistics efficiency
- Commissioned a comprehensive transportation study to reimagine organizational and functional areas for efficient operations and service delivery, technology integration, and savings in 3-5 years
- Designed and executed a comprehensive strategic operations plan to implement building, resource, and operational enhancements at eight schools creating conducive learning environments
- Expanded diverse meal offerings and fresh food vendors using student and community feedback increasing from 6.5 million to 8 million meals served, 50% more schools serving free meals, and 32% more schools with free breakfast in one year
- Launched culturally responsive community engagement to build a school year calendar reflecting the district's equity-driven values
- Orchestrated the collective bargaining process in collaboration with three employee associations to produce agreements totaling a 9% compensation increase over two years and solutions to address shared needs
- Analyzed and realigned operational budgets to begin streamlining services to gain future increases with efficiencies in logistics routing, site improvements, and decrease maintenance and capital work order requests
- Designed collaborative frameworks with Montgomery County public safety agencies and MCPS security increasing data sharing; enhancing partnerships with initiatives; and increasing fidelity with implementing local and federal policies and regulations
- Commissioned culturally responsive community engagement opportunities for districtwide operational projects creating greater awareness of operational processes and investment in decision making
- Designed culturally sensitive stakeholder engagement opportunities in the request for proposal process for the bus application and boundary study creating transparency in decision making
- Exercised fiduciary responsibility for multi-million-dollar budgets, encompassing operating; enterprise; capital

Chief, Districtwide Services and Supports

2021-2022

- Orchestrated the collective bargaining process with three employee associations to address post- COVID conditions resulting in employee retention bonuses; compensation restructure for two classifications; well-being initiatives
- Developed a comprehensive approach to foster collaborative engagement with employee associations through executive staff, labor management committees, and monthly communication
- Established the inaugural Out of School Time Program on professional days and school breaks offering over 50 free activities in multiple modalities in conjunction with county agencies and private vendors
- Served as the liaison and coordinated with multiple agencies and community partners to enhance culturally competent communication, enhance practices, and access to resources after returning from virtual learning
- Established and maintained effective relationships with diverse constituencies, including the School Board, staff, federal/state/county officials, and community members

Director, Human Resources and Development**2016- 2021**

- Designed, implemented, and monitored a recruitment and hiring plan resulting in 167 to 415 early hires in four years, increasing the fill rate from 91% to 96% in one year, and increasing the hiring class diversity from 30.5% to 35.9% in three years
- Engineered pioneering recruitment and talent acquisition elevating the organization's reputation-enhancing visibility on social media along with a broad communication strategy for onboarding
- Designed and executed tailored human capital strategies at over 60 high-impact schools offering exclusive access to top-tier talent in advance of peak hiring season; 50% decrease in employee placements; site-specific recruitment plans; 3-year progressive increase of fill rates
- Revamped employee placements to be transparent and equitable decreasing unassigned employees from 50 to 10 in two years
- Commissioned the development of *Recognizing and Interrupting Unconscious Bias in the Hiring Process*, establishing systemic norms and fostering an equitable hiring environment
- Co-led a comprehensive human capital management study redesigning key processes and launching organizational structures to systematically increase the diversity of the workforce
- Integrated technology solutions shifting from 90% to 20% internal paper workflows resulting in streamlined operations, ease of tracking metrics, and increased communication
- Collaborated and coordinated efforts conceptualizing and initial design phase of the Enterprise Resource Planning (ERP) system ensuring alignment with organizational objectives
- Coached all levels of management with organizing talent and using applicable human resources laws

Executive Director to the Chief Operating Officer**2015- 2016**

- Delivered instrumental support to the Chief Operating Officer by overseeing daily operations for 200+ locations, including managing and solving operational emergencies, multi-faceted project management, and support to ten operational departments, including Transportation; Facilities; Materials Management; Food Services; Safety
- Co-led a multi-stakeholder boundary study process to develop equitable boundary options for a new middle school
- Co-led two community roundtable discussions with three geographic areas to develop equitable options to alleviate capacity issues resulting in one new elementary school and the re-opening of a high school
- Designed and received Board approval of the school year calendar reflecting the district's equity-driven values with the first ever aligning the religious observance of Eid with a non-instructional day
- Contributed to the development and implementation of the inaugural *Employee Code of Conduct* and progressive discipline structure
- Designed and launched with a team new and enhanced child welfare protocols to include--inaugural policy and regulation, mandatory employee compliance training, and cross-agency agreements

Principal, Dr. Martin Luther King, Jr. Middle School**2010- 2015**

- Reframed the vision and organizational structure re-establishing the culture and vision to meet state benchmarks, increase students on honor roll from 40% to 62%, and lower student ineligibility from 16% to 3%
- Directed an annual data analysis process to pinpoint learning needs of students and staff to create a schoolwide professional development plan resulting in stronger staff performance
- Designed and implemented a professional development plan building the capacity of leaders through coaching and job-embedded learning creating coherence, stability, and increased performance results
- Allocated and monitored fiscal resources with fidelity resulting in an audit with zero findings

RELEVANT EMPLOYMENT HISTORY

Montgomery County Public Schools, Rockville, Maryland**2004- Present**

Assistant Principal, Shady Grove Middle School

2006-2010

Staff Development Teacher, Takoma Park Middle School

2004- 2006

Baltimore City Public Schools, Baltimore, Maryland**1998- 2004**

Language Arts Teacher, Highlandtown Middle School

1998- 2004

New Educator Professional Development Trainer

1999- 2004

EDUCATION

Hood College, Frederick, MD, Doctor of Education; Organizational Leadership-Completion, 2025
Johns Hopkins University, Baltimore, MD, Graduate Certificate; Administration and Supervision
Morgan State University, Baltimore, MD, Master of Arts; English Literature
Notre Dame of Maryland University, Baltimore, MD; Secondary English Education Certification
Lincoln University, Lincoln University, PA, Bachelor of Science; English Communications

CERTIFICATIONS

Maryland Advanced Professional Certification: English 7-12
Maryland Administrator I/ II
Maryland Superintendent I