

Howard County Government
Attn: Allan H. Kittleman, County Executive
3430 Court House Drive
Ellicott City, MD 21043

March 17, 2016

Dear Mr. Kittleman,

I have had the wonderful opportunity of serving on the Howard County Board of Housing and Community Development. It has been brought to my attention that my term will expire on June 30, 2016. I am submitting this letter to request reappointment to serve on the Board.

I completed my doctoral studies at Howard University in Political Science with concentrations in Urban Politics and International Relations. My education, research and work experience has focused on exploring the intersection of housing, community resources and self-sufficiency. As an active member of the Board, I have had the pleasure of being part of an active and experienced group that has worked tirelessly to provide equitable housing opportunities to families throughout the county.

Throughout my tenure I have served as an advocate for residents. Each year, I have enjoyed watching new relationships flourish with housing development companies, realtors, advocates, and residents. As a result of these efforts, I am especially happy to see increased interest and attendance at community housing fairs each year.

In my capacity as Chair, I recently served on the county reorganization task force in an effort to ensure that the county not only provides residents with places to live, but with a seamless process to receive services that encourage long term self-sufficiency.

I have thoroughly enjoyed working with residents, advocates and staff from the Department of Housing and Community Services and sincerely hope that I am reappointed to serve on the Howard County Board of Housing and Community Development.

Sincerely,
Caroline Harper, Ph.D.

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EDUCATION

- 2013 Doctor of Philosophy. Department of Political Science, Howard University
2003 Master of Arts. Department of Communication, University of Houston
1999 Bachelor of Science. Department of Communication, Lamar University

AWARDS and HONORS

- 2013 University of Michigan National Center for Institutional Diversity Exemplary Scholar
2012 Texas State University-San Marcos Pre-Doctoral Summer Fellowship
2012 Pi Sigma Alpha (National Political Science Honor Society)
2011 Howard University Graduate Research Day 3rd Place in Paper Presentation
2009 Golden Key International Honor Society
2008 Graduate Student Research Assistant for "Just Policy: Social Policy and Inequality" research project. Howard University New Faculty Research Grant awarded to Dr. Holona Ochs

PROFESSIONAL EXPERIENCE

Policy Analyst/Sr. Relationship Manager, United Negro College Fund (UNCF), Washington, D.C. July 2014-Current.

- Work with internal departments to develop complementary strategies that maximize outreach efforts, strengthen legislative affairs, and increase effectiveness of scholarships and programs.
- Serve as relationship manager for UNCF/College Board partnership. Lead development of outreach management system that expands college access to more than 350,000 students, address gaps in outreach efforts, ensure execution of contract agreements, and manage the corresponding budget.
- Design, collect and analyze data related to federal education policies and trends in education including factors contributing to college readiness, college affordability, student retention, campus culture, college rating systems, teacher diversity, and career outcomes.
- Conduct evaluation of programs including UNCF member institutions, Mellon Mays Faculty Career Enhancement, UNCF/Koch Scholars, and United Health Career Opportunity.
- Edit and make writing contributions for op-eds, white papers, statistical guides, at-a-glance documents, journal articles, education reports, and grant proposals.
- Communicate research findings and best practices to internal and external stakeholders via conference panels, social media posts, planning committees, and reports.
- Manage external relationships with partners including The College Board, Hispanic Scholarship Fund, Jack Kent Cooke Foundation, and the Asian & Pacific Islander American Scholarship Fund.

Senior Research Associate, Activate Research, Incorporated, Potomac, MD. February 2014-July 2014:

- Conducted education research related to diversity, student success, persistence, career outcomes, student retention, and graduation.
- Responsibilities included analysis of national data bases, content analysis, creation of data code books, write literature reviews, write website content, and related annotated bibliographies.

Instructor (*Department of Political Science*), Howard University, Washington, D.C. August 2012-May 2013.

- Responsible for providing classroom instruction that incorporated theoretical and pragmatic applications of political science. Course concentration included political theory, electoral politics, public policy, and the influence of mobilized groups.

Research Assistant (*Howard University Center for Urban Progress*), Howard University, Washington, D.C. September 2009 – June 2010:

- Responsible for assessing economic and community support services and their ability to increase self-sufficiency among public housing residents in Washington, D.C.
- Specific responsibilities include survey development, data collection, data coding and cleaning, program analysis, and report writing.

Shady Grove Undergraduate Program Coordinator and Adjunct Faculty (*Department of Communication*), University of Maryland, College Park, MD. December 2004 – February 2010:

- Comprehensive management of the Shady Grove undergraduate communication program including policy development, preparation of articulation agreements, admissions, student retention, academic advising, admissions, faculty recruitment, and needs assessment.
- Developed program goals, curriculum, performance measures, budget, and marketing strategies.
- Provided classroom instruction in areas related to urban politics and organizational communication.
- Managed program budget including forecasting, allocation, evaluation, and contract negotiation.
- Built and fostered relationships with community colleges and local businesses to expand consortium course offerings, enhance student support networks, and develop experiential learning opportunities throughout Maryland.
- Maintained student activities within the program including advising student organizations, leadership training, publication of student newsletter, and professional development activities.

Adjunct Faculty (*Department of Hotel & Restaurant Management*), University of Maryland Eastern Shore, Princess Anne, MD. August 2005 – December 2005:

- Responsible for providing classroom instruction which incorporated critical thinking and analysis of information relevant to Human Resources & Operations Management. Course concentration included understanding Equal Employment Opportunity Commission guidelines, civil rights and workplace diversity, employee development, and strategies for building an inclusive organizational culture.

Adjunct Faculty (Department of Communication), Houston Baptist University, Houston, TX.
September 2004 – December 2004:

- Responsible for facilitating the learning process by presenting fundamental theories, case studies, and current events as they relate to Mass Media & Culture. Course concentrations included mass media and social influence and cultural perception through media images.

Director of Student Activities, Lone Star College System – Montgomery Campus, Conroe, TX.
October 2002 – January 2005:

- Developed comprehensive marketing strategies, action steps and evaluation methods.
- Managed departmental budget including forecasting, allocation, evaluation, and vendor contracts.
- Supervised staff and student volunteers in addition to coordinating special events, leadership training, public relations campaigns, and outreach programs.
- Served in leadership roles on the following committees – Student Activity Fee Allocation (Chair), Montgomery College Intercollegiate Athletics (Chair), Montgomery College Newspaper Advisory Board (Executive Editor), District Student Leadership Institute (Founding Committee Member), Lone Star College Lyceum Series, and International Student Programs (College Representative).

Director of Marketing & Membership, Girl Scouts of South Texas Council, Stafford, TX.
August 2001 – August 2002:

- Supervised associated staff in addition to development of organizational goals, program objectives, and annual budgets.
- Created additional avenues for financial support by cultivating relationships among community based organizations, grant writing, and coordinating fundraising events throughout a six county service area.
- Managed human resources by way of needs assessment, hiring, supervising, training, discipline, evaluation, and ensuring consistent interpretation of corporate mission and goals.
- Developed comprehensive marketing strategies, action steps and evaluation methods upon analysis of market data.