

# ANDREA YVETTE MORRIS, PhD

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## PROFESSIONAL SUMMARY

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- **25+ years'** experience in Public Policy Development and Implementation, Economic and Community Development, Public Engagement, Program & Project Creation and Management, People Development and Management, Budget Development and Management, Teaching, Mentoring, Public Speaking, Research and Writing, Issue Resolution, and Team Motivation with Harding University, Virginia Tech, and American University, Arlington County Government, District of Columbia Government, International Economic Development Council, Fannie Mae Foundation, the Congressional Black Caucus, and the Fairfax Church of Christ.
- Extensive experience convening, hosting, and facilitating communications and building collaborations between and with internal and external organizations, including federal, state, and local organizations, local communities, educational institutions, and elected and appointed officials.
- Skilled public speaker and writer as keynote, panel discussant and moderator, and columnist. Present at national, regional, and local conferences and meetings. Prepare briefings, reports and talking points for university leadership, agency directors, County Manager, and local elected and appointed officials. Interviews with Federal News Network, WTOP, Kojo Nnamdi Show, *Washington Post*, *Washington Examiner*, *Washington Business Journal*, *ArlNow*, *ADC360*, WAMU, and *Market Wise*.

## EDUCATION

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PhD Public Policy, George Mason University, Fairfax, VA	May 2008
MA Urban Studies, Long Island University, Brooklyn, NY	May 1999
BS Public Affairs, Indiana University, Indianapolis, IN	August 1996

## PROFESSIONAL EXPERIENCE

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**Assistant Provost for Curricular and Community Engagement**, Harding University, Searcy, AR  
May 2024-present

A member of the President's Cabinet tasked with supporting the President and the Executive Leadership Team with implementing the mission, vision, values, and strategic objectives of the University. This is accomplished through policies, plans, programs, curriculum, and events related to academics, student life, enrollment services, finances and budgeting, physical resources, and community engagement.

Build, grow, and expand relationships and collaborations across campus and with the local, regional, and national community that position Harding as a trusted voice in matters that affect the health and vitality of residents of White County and Central Arkansas.

Develop and expand experiential learning opportunities for Harding students in the region and beyond that enable students to practice their degrees while contributing to the stability of organizations and communities.

Direct the Harding Leadership Academy with the goals of:

- Developing students of character and integrity who see the worth and value of others as image bearers of God
- Building students' critical thinking skills to steward their resources for kingdom impact
- Training students to inspire, motivate, and catalyze the efforts of others for good
- Teaching students how to engage in collaborative conversations that strengthen civil discourse
- Providing students opportunities to obtain a Badge or Certificate in Leadership Principles
- Exposing students to interdisciplinary minors that invite cross-curricular training

Direct the academic components of Harding's First-Year Experience (FYE) program that supports the transition of new students into the University by helping them learn themselves and find their place in the community. FYE also exposes new students to the departments and offices they will engage with as they matriculate through their studies. During six weeks in both the fall and spring semesters, the focus includes:

- Engaging the questions "Who Am I?" and "How Do I Show Up?"
- Conversations about academic integrity and the decisions that follow
- Academic planning training
- Digging into the Big Questions:
  - Who is God?
  - Who are we?
  - What matters?
  - What are our responsibilities?
  - How do we know what we know?
- StrengthsFinder assessment and review of their top five strengths and the domains they fall within
- A group read facilitated by faculty and staff

### Teaching and Mentoring

- Instructor Sociology 2030 Spring 2024
- Honors Capstone Thesis Committee Spring 2024  
Member of the thesis committee for a senior Honors student completing their capstone project in fulfillment of their Honors contract. Read paper and provided written and oral feedback.
- Sponsor for The Table, Harding's Food Resource Center Spring 2024 –
  - Partner with White County Cooperative Extension to host cooking classes
  - Partner with Harding Family and Consumer Sciences to provide food bags for students for Thanksgiving
  - Partner with Healthy Eating Active Living (HEAL) to support the Glow Run
- Advisor to Social Work Community Practice Class Fall 2024  
Work with four social work students to support The Table by gathering data on the knowledge and usage of The Table through a survey, creating a newsletter to publish each semester, and creating a short video as a marketing tool. Meet weekly to discuss findings, challenges, and to identify alternatives as needed.
- Sponsor for Relay for Life Fall 2024

**Assistant to the Provost for Strategic Initiatives, Harding University, Searcy, AR**

August 2022-May 2024

A member of the President's Cabinet tasked with responsibilities of supporting the President in developing the mission, vision, values, and strategic objectives that underpin Harding policies related to academics, student life, enrollment services, finances and budgeting, physical resources, and community engagement.

Build, grow, and expand relationships and collaborations across campus and with the local, regional, and national community that position Harding as a trusted voice in matters that affect the health and vitality of residents of White County and Central Arkansas.

Develop and expand experiential learning opportunities for Harding students in the region and beyond that enable students to practice their degrees while contributing to the stability of organizations and communities.

Develop a Leadership Institute that builds on the values and strategic objectives of Harding. The Institute's mission includes:

- Developing students of character and integrity who see the worth and value of others as image bearers of God
- Building students' critical thinking skills to steward their resources for kingdom impact
- Training students to inspire, motivate, and catalyze the efforts of others for good
- Providing continuous professional development opportunities for Harding faculty and staff
- Strengthen organizations and communities through workforce investment

Complete Community Profiles of White County and the seven jurisdictions that are adjacent to it that form a region. The profiles include demographic, education, workforce, economic, business, crime, health data detailing the strengths, weaknesses, opportunities, and threats to the health and growth of the region. The profiles are used to help focus resources to champion the strengths and opportunities and to mitigate vulnerabilities and threats in the region.

Teaching and Mentoring

- Instructor Fall 2022, Spring 2023  
Sociology 2030
- Advisor to Social Work Community Practice Class Fall 2022  
Worked with four social work students to begin research for the community profiles. Each student was responsible for gathering demographic, economic, education, health, and business data for their assigned counties. Met weekly to discuss findings, challenges, and to identify alternative data sources as needed.
- Sponsor for The Table, Harding's Food Resource Center Spring 2023 -Spring 2024
- Honors Capstone Thesis Advisor Spring 2023  
Advisor to two senior Honors students completing their capstone projects in fulfillment of their Honors contracts. Advised on topic choice, research questions, outline, research sources, writing, and presentation.
- Honors Capstone Thesis Committee Spring 2023

Member of the thesis committee for a senior Honors student completing their capstone project in fulfillment of their Honors contract. Read paper and provided written and oral feedback.

- McNair Scholar Project Advisor Summer 2023  
Advised a McNair Scholar on their research project, including research topic, research questions, interview questions, sources, and writing of the research paper. Accompanied scholar on interviews and provided feedback on same.
- Instructor Fall 2023  
Intro to Women's Studies
- Advisor to Social Work Community Practice Class Fall 2023  
Worked with eleven social work students to support the Student Board of The Table, Harding's on-campus food resource center, to ready it for its opening in October 2023. The students were assigned to the board president to assist with pantry policies and procedures, the volunteer coordinator to help establish volunteer roles and procedures, the education coordinator to develop plans and programs The Table could conduct to raise awareness of food insecurity and its effects, the partnership coordinator to identify organizations The Table can partner with to put on events and activities, and the Sponsor as needed. The students also helped receive shipments, conduct inventory, and stock the pantry.
- Honors Capstone Thesis Committee Fall 2023  
Member of the thesis committee for a senior Honors student completing their capstone project in fulfillment of their Honors contract. Read paper and provided written and oral feedback.
- Sponsor for Relay for Life Fall 2023
- Sponsor for Delta Nu Social Club Fall 2023

**Director and Administrative Faculty**, Washington Semester *Leadership through Policy and Governance*. School of Public and International Affairs, Virginia Tech, Arlington, VA  
September 2014-August 2022

Oversee all aspects of the program, including student recruitment, program evaluation, curriculum, internships, field study, partnerships, professional development, staff/volunteers, and budget. Engage with undergraduate advisors and faculty in other Virginia Tech colleges and schools to raise awareness of the Washington Semester program and its value to students academically, professionally, and personally. Collaborate with the office of the Vice Provost for Undergraduate Academic Affairs, the Director of Career and Professional Development and the Director of Housing and Residence Life to expand the reach of the program and to ensure student experiences are seamless between Virginia Tech campuses. Use Banner, Canvas, Google Drive and Excel for program data and course management.

Build and expand experiential learning opportunities in public, private and non-profit agencies and organizations with a focus toward leadership and public service. Establish formal and informal partner agreements between the Washington Semester program and the business organization as well as employer student contracts for each placement. Develop curriculum that connects policy theme, planned field study, professional development, and professional lecture series—all with the goal of deepening student exposure, understanding and experience with the creation and practice of policy and public service.

Curriculum also fosters self-exploration and discovery through weekly journal entries that chronicle student experiences. Advise students on course of study and professional aspirations, and support through personal challenges. Also advise graduate students on course curriculum and teaching methods. Program reinforces the strength of human capital to open opportunities for students and organizations alike.

### Teaching and Mentoring

- Instructor Spring 2021  
Public Policy Analysis, PSCI/UAP 3744
- Instructor Fall 2020, 2021  
U.S. Policy Process, PSCI/UAP 3714
- Instructor Summer, May 2014 – 2022  
Seminar in Politics and Public Policy, UAP 4624
- Lecturer Summer, May 2016 – 2022  
Policy and Administration in a Democracy, UAP 4644
- Lecturer Fall, Spring 2016, Fall 2017  
Urban Public Issues, UAP 1024
- Chair and Discussant April 2017  
APPAM DC Regional Student Conference, “Perspectives on Emergency Management Response: Social Structures, City Planning and Religious Volunteerism.” George Mason University
- Discussant April 2017  
APPAM DC Regional Student Conference, “Obstacles to Home Ownership and Investment.” George Mason University
- Instructor Fall 2013  
Living Laboratory Seminar, SPIA 5984

### Research

- October 2013 – May 2014  
Designed and executed “Consequence Management for Critical Infrastructure Failures” project for Northern Virginia Emergency Response System (NVERS). Conducted interviews in ten jurisdictions in the National Capital Region (NCR) for the purpose of identifying vulnerabilities and gaps in communication and coordination efforts during infrastructure failures. Developed an NCR template to standardize communication and coordination methods for localities and their partners to use when Critical Infrastructures fail. Directed two researchers, an NCR emergency management planning team, and a budget.

**Professorial Lecturer**, School of Professional and Extended Studies. American University, Washington, DC.

- Instructor Fall 2019, 2020  
Politics in the U.S., Government 110
- Instructor Fall 2019, 2020  
American University Experience, AUx1

**BRAC Coordinator**, Arlington Human Services, Arlington, VA September 2005 – June 2007

**Director, Urban Resilience**, Arlington Economic Development, Arlington, VA.

June 2007 – July 2016

Base Realignment and Closure (BRAC) expert for Arlington County. Created the strategy to monitor all legislative and policy activity related to the 2005 BRAC law for impact to Arlington and the region. Administered all aspects of the Arlington County BRAC Project that directed action on thirty-four strategic recommendations owned by several County departments, including economic development, workforce development, transportation, planning, environmental services, and parks and recreation. Initiated a comprehensive workplan that identified, prioritized, and assigned specific projects and tasks required to fully implement the BRAC recommendations.

Worked with Department of Labor and the Alexandria/Arlington Regional Workforce Council to develop policies to govern workforce initiatives, objectives, and goals to mitigate the impact of BRAC on the regional workforce community. Instituted data-driven strategies to capture the effect of the employment loss and realignment on the regional economy. Directed the work of six workforce and economic development staff as we conducted research and crafted a programming and operations plan to respond to identified needs of workers. Programming had regional impact as it served affected workers in the National Capital Region, helping to retain the competitive advantage of the region to attract business requiring skilled workers with active security clearances.

Led and facilitated meetings of the Northern Virginia Local Planning Group charged by the Virginia Secretary for Veterans & Defense Affairs with creating strategies to support transitioning service members in Northern Virginia by connecting them to employment and training opportunities that would retain them in the region. Led research, data collection and analysis of current veteran programs and occupational codes to provide a crosswalk of military functions to civilian functions. Created a database of veteran programs for transitioning service members to use as needed. Shared findings and recommendations with Secretary for Veterans & Defense Affairs via meetings, presentations, and reports.

Directed and managed the Community Resilience Partnership with the Virginia Tech Research Center. Created resilience groups consisting of Arlington County staff and Virginia Tech researchers/faculty to address environmental and situational awareness needs in the County. Helped establish a formalized partnership with Arlington's Emergency Communication Center and Virginia Tech's Social and Decision Analytics Lab to analyze 911 call data with the goal of more efficient use of responder resources. Collaborated with the Director of Arlington's Office of Emergency Management to write a proposal to establish the Virginia Tech Research Center as a back-up emergency operations center for Arlington.

Wrote the policy and business plan governing the Arlington-Virginia Tech Living Laboratory initiative. The Living Lab brought the public and private sector, faculty, and graduate students together in a research, study, evaluation and testing environment on real-world resiliency issues that affect localities, regions, states, and the nation. Efforts were focused on community and economic

development, planning, transportation, labor, emergency management, first responders, public health, security and science and technology.

Prepared presentations delivered at local, state, regional and national conferences, and meetings. Topics included economic development, demographics, labor, transportation, infrastructure development, resiliency, technology, and policy. Presentations served to inform the audience of strategies to employ to build durable infrastructures that underpin strong markets that can withstand fluctuations and/or shocks. Comments also provided methods of sustainability and recovery during a fluctuation/shock that can support growth after the transition as well as tools for building collaborations that support and enable project goals. Additionally, interviewed by the Kojo Nnamdi Show, the *Washington Post*, the *Washington Business Journal*, Federal News Network, WTOP, *Market Wise*, *ADC360*, *WAMU*, *ARLnow* and the *Examiner* on the above topics.

Researched and prepared grant applications for planning, economic development, workforce planning, sustainability, and infrastructure funding opportunities. Managed federal and state grants totaling over \$5 million, which required quarterly reports citing project status, challenges, remedies, expenditures to date, and remaining funds. Excel databases were used to track grant expenditures and Word files were maintained to document and describe progress toward project goals. Approved and submitted reimbursement requests for partner organizations.

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## **VOLUNTEER WORK**

**Board of Directors, Creative Group of Arkansas**  
**Board Member, United Way of White County**

August 2023-present  
October 2023-present

**SERVICE**, Fairfax Church of Christ, Fairfax, VA

**Vision Forward Team**  
Education Team Lead

October 2019-August 2022  
October 2019-August 2022

Member of planning team managing the expansion project for the Fairfax Church of Christ. The expansion will include an education center with a preschool and childcare services and a cafe. Management activities include completing contracts with land use attorney, civil engineer, construction firm, and education center management firm, the design phase, permitting process, and drafting of construction documents. Additionally, we will partner with Fairfax County Zoning to obtain needed approvals for each phase of the project and to coordinate community meetings during identified phases of the project. The Education Center is intended to provide additional services to Fairfax County families in need of preschool and childcare services.

**Discipleship Team**  
Co-lead with Discipleship Minister

August 2009-August 2022  
August 2009-January 2012

Founding member of the team charged with administering the education, training, and discipleship work at the Fairfax Church of Christ. We build the Bible class curriculum and Wednesday night studies, develop theme and content for conferences, retreats and ministry leads/teacher/growth group leader trainings, manage the Disciple Ministry budget (children, youth, college, young adult, women, men, and deaf), and support other Fairfax ministries when a teaching/training component is present. I directly support and mentor the college and young adult ministries.

## **Minister Search Teams**

Youth Minister Search Team

Fall 2008

Outreach Minister Co-lead

September 2013-January 2014

## **Mission Work**

Chaperone and disciple high school members of the Fairfax Church of Christ Youth Group on the following mission trips:

Augusta, ME

July 2010, 2011, 2012

Peterhead, Scotland

July 2013

Bobita, Dominican Republic

July 2014

Gambell, AK

July 2016

## **Boards**

Camp WaMaVa

January 2022-June 2022

Camp Operations Committee

Strategic Planning Committee

## **Consulting Work**

*International Economic Development Council*, Washington, DC

September 2008 – May 2009

Economic development expert. Collaborated on site visits for Department of Justice Weed and Seed projects. Interviewed affected stakeholders, including executive branch, school Superintendent and residents. Reviewed documents relevant to community and economic planning, policy frameworks, business environment, workforce capacity and training models. Made presentation to executive branch and other stakeholders citing findings. Reviewed final report for content before dissemination.

*Fannie Mae Foundation*, Washington, DC

March 2004 – December 2005

Conducted research and prepared papers/briefings on affordable housing, transportation, housing barriers, and housing trends. Reviewed and summarized article submissions for *Housing Debate*, created annotated bibliographies and talking points for use by senior associates. Assembled housing and transportation data products and performed analysis on same. Consulted with national and regional housing, community development, and data clearinghouse organizations.

*Senior Associate Consultant*

Center for Innovation and Reform, Office of the City Administrator, Washington, DC

October 2004 – June 2005

Researcher/Writer: Identified as expert researcher/writer for projects in the Department of Consumer and Regulatory Affairs and Local, Small, and Disadvantaged Business Enterprises. Consulted with agency Directors and staff to collect and analyze data and information through discussions, meetings, and report review. I prepared and presented briefings to Deputy Mayor of Operations and City Administrator.

Study Lead: Completed Environmental Agency feasibility study. Designed and implemented research plan that identified all District environmental practices and the responsible agency, including budget and FTE data. I conducted an environmental practice benchmarking study with 10 jurisdictions across the nation,

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including telephone interviews with key personnel, and culled best (smart) practices data. Consulted with agency Directors and staff, Deputy Mayors, City Council staff, and Mayoral staff and prepared and presented briefings and completed report to City Administrator. Work led to creation of District Environmental Agency.

*Project Manager:* Primary for Office of Personnel Transformation project. Assigned and coordinated work of team members, designed, and conducted focus groups and conducted interviews with Personnel and District agency staff. Developed questionnaires for intra and inter-agency stakeholders, facilitated meetings with District agency Directors, management, and line-staff. Prepared and presented weekly briefings to Deputy Mayor of Operations. Consulted on Business Process Re-engineering work plan and prepared and presented final report to Deputy Mayor of Operations and City Administrator.

***Congressional Black Caucus Foundation, Inc.*** Washington, DC July 2003, 2004

Chief project advisor for summer internship program. Directed research of Caucus Interns, including developing linkages with local businesses, non-profits, education, and government agencies to secure interview and research times. Conducted group meetings to maintain project course and provided research direction and support. Reviewed and critiqued individual and group research papers in preparation for presentation before Caucus members and Foundation staff.

#### **PRESENTATIONS/CONFERENCES/TRAININGS (abbreviated)**

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Diversity Training for Camp WaMaVa, workshop date is June 23, 2021

Racial Reconciliation: Image Bearers of God; Continue in Unity; Identity, Value, and God's Word; and Harmony in Diversity, Fairfax Church of Christ, Spring 2021

Virtue in Christ Annual Ladies Conference Workshop Lead, *Women with a Heart for God*, March 2020

Silver Spring CoC Ladies Day Keynote, *Embracing our Journey in Christ and in Life*, October 2019

East Coast Lectureship Workshop Lead, *Bringing Holiness to Completion through the Study of God's Word*, March 2018

Harding University Lectureship, *Perfected by Trial: The Journey Home*, October 2018.

Suitland Road CoC Women's Retreat Keynote Speaker, *A Heart to Know God*, October 2017.

APPAM DC Regional Student Conference, Discussant. George Mason University, April 2017.

Beltway CoC Ladies Day Keynote, *The Power of Forgiveness*, October 2016.

*Cybersecurity and Inter-Sectorial Jurisdictional Issues*, Moderator. Virginia Tech, Arlington, VA. August 2015.

Normative Dimension of Resilience Conference, *The Living Lab Model*. Virginia Tech, Arlington, VA. October 2014.

MEMA Conference, *Consequence Management for Critical Infrastructure Failures*. Ocean City, MD. May 2014.

BRAC Community Forum, Warner Robbins, GA. May 2013.  
<http://macon.13wmaz.com/news/military/116302-robins-air-force-base-prepared-brac>

Roslyn Property Manager BRAC Update, Arlington, VA. August 2011.  
Arlington Committee of 100, *The Impact of BRAC On Arlington County*, February 2011.

Society of American Military Engineers (SAME) and the Quantico-Belvoir Regional Business Alliance BRAC Update Part II, What Comes Next: How the Private Sector is Gearing Up. Panel Member. Belvoir, VA. April 2010.

BRAC Workforce Summit: *Wiring BRAC: Catalyzing Regional Economic Development*. Tampa, FL, March 2008.

**REFERENCES:**

Excellent personal and professional references will be supplied upon request.