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EDUCATION

Valdosta State University, Valdosta, Georgia, **Doctor of Public Administration**, Public Administration Major/Public Sector Management Concentration, 2018-Present

Dissertation Committee

- **Dissertation Committee Chair** – Dr. Carol Glen, Professor, Department of Political Science, Valdosta State University
- **Dissertation Committee Member (Research Methods)** – Dr. Daniel Baracska, Professor, Department of Political Science, Valdosta State University
- **Dissertation Committee Member** – Dr. Naim Kapucu, Pegasus Professor, School of Public Administration, University of Central Florida

Doctoral Coursework Completed

- Administration and Government, Logic of Inquiry in Public Administration (Research Methods Course), Research Methods in Public Administration (Research Methods Course), Financial Management for Public and Non-Governmental Organizations, Democracy and Public Administration, Public Administration and Community Based Organizations, Program Evaluation (Research Methods Course), Culture of Formal Work Organization, Managing Human Resources in Public and Non-Governmental Organizations, Information and Data Management, Innovation and Creative Problem Solving in the Public Sector, Politics of Managing Urban Areas, Street Level Bureaucracy, Planning and Implementing Electronic Government, Comparative Public Policy, and Capstone Seminar.

University of Central Florida, Orlando, Florida, **Master of Research Administration**, Research Administration Major

Master Coursework Completed

- Introduction to Research Administration, Legal and Regulatory Framework, Grant and Contract Management, Financial Management in Research Administration, Human Resource Management, Leadership and Organization Models in Research Administration, Contracting for Sponsored Programs, Strategic Planning and Management, Audits for Research Administration, Public Program Evaluation Techniques, Research Integrity for Research Administrators, Intellectual Property, Transfer, and Commercialization

Benedict College, Columbia, South Carolina, **Bachelor of Science in Business Administration**, Finance Major

TEACHING INTERESTS

- Computational Social Science
- Data Science
- E-Government
- Machine Learning
- Public Administration
- Public Policy
- Research Methods
- Science and Technology
- Science Policy

- Social Media Research

TEACHING EXPERIENCE

College of Charleston

Adjunct Faculty, Master of Public Administration (MPA) Program, Department of Political Science, (May 2021-August 2021)

- Served as an Adjunct Faculty in the Master of Public Administration (MPA) Program in the Department of Political Science in the School of Humanities and Social Sciences at the College of Charleston.
- Credentialed and taught PUBA 601 Section 01 Research Methods for Public Administration course in the 2021 Summer II Express Session. Course dates were July 13, 2021-August 11, 2021.
- Planned PUBA 601 course to include course description, course outcomes, course objectives, syllabus development, textbook selection, module development, weekly class activities, discussion and assignment development, assessment development, class meeting days and times, grading construct, etc.
- Developed the course description for PUBA 601. The course established a foundation in research methods through learning and hands on experiences. Course topics included research project, research designs, research questions, models, variables, hypotheses, causal relationship, research methodology, institutional review boards, human subjects, informed consent, ethical issues, focus groups, survey research, secondary data, databases, big data, and communicating finds. The knowledge and skills learned from this course will equip students to conduct research and other scholarship activities and to apply and participate in research methods in public and nonprofit organizations.
- **Week 1** (July 13-18, 2021) course topics included research project, research question, models, variables, hypotheses, research methodology, Institutional Review Boards, human subjects, informed consent, and ethical issues. **Week 2** (July 19-25, 2021) course topics included research methodology, research designs, meta-analysis, focus groups, and causal relationships. **Week 3** (July 26-August 1, 2021) course topics included survey research, internet surveys, telephone surveys, in-person interviewing, using social media, and questionnaires. **Week 4** (August 2-8, 2021) course topics included secondary data, databases, data warehouses, big data, communicating findings, reports, and presentations. **Week 5** (August 9-11, 2021) focused on completing group research design assignment.
- Met with graduate students via Zoom to discuss course assignments, answer questions, and provide counsel.
- Graded course assignments and submitted final grades by the established deadline.
- Adopted “*Research Methods for Public Administrators*” 7th Edition (ISBN 978-0-367-33436-9) (Routledge) by Gary Rassel, Suzanne Leland, Zachary Mohr, and Elizabethann O’Sullivan as the required textbook for PUBA 601 course.
- Employed and integrated Supplemental Textbooks in PUBA 601 course – “*Social Statistics for a Diverse Society*” 8th Edition (ISBN 978-1-5063-4720-2) (SAGE Publishing) by Chava Frankfort-Nachmias and Anna Leon-Guerrero; “*Making Sense of the Social World: Methods of Investigation*” 5th Edition (ISBN 978-1-4833-8061-2) (SAGE Publishing) by Daniel Chambliss and Russell Schutt; and “*Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*” 5th Edition (ISBN 978-1-5063-8670-6) by John W Creswell and J. David Creswell.

Valdosta State University

Doctor of Public Administration Discussion Leader, Department of Political Science, (July 2020-December 2020)

- Doctor of Public Administration Discussion Leader in PADM 7360 Planning and Implementing Electronic Government.
- Contributed to course planning and course syllabus.
- Developed and led course Module 4: Public Knowledge: Access and Benefits in Week 4 – September 8-14, 2020 and Module 6: International and Comparative E-Government in Week 7 – September 29-October 5, 2020 and Week 8 – October 6-12, 2020 to Master and Doctoral of Public Administration Students.
- Module 6 was primarily developed by April Heyward’s Quantitative Study titled “*Measuring the Effectiveness of E-Government Delivery Modules*” approved by Valdosta State University IRB – Protocol Number - 03979-2020.

- Module 4 and Module 6 contributed to Expected Course Outcome 1 – *Describe and explain the Stages of Electronic Government*; Expected Course Outcome 2 – *Explain the significance of e-democracy and the digital divide, and other current issues in E-Government*; Expected Course Outcome 3 – *List and describe legislation effecting the Internet and statutes that effect the implementation of E-Government*; and Expected Course Outcome 4 – *Describe at Least Five Ways the Internet Can Help a Government or Nonprofit Organization’s Responsiveness to Its Constituents*.
- Selected Assigned Readings for Module 4 and Module 6 and linked to Expected Course Outcomes.
- Module 4 Assigned Reading – **Text** – *Public Knowledge: Access and Benefits* Edited by Miriam Drake and Donald Hawks – **Chapter 1** – “*The Relationship Between Citizen Information Literacy and Public Information Use*” by Forest “Woody” Horton, Jr.
- Module 6 Assigned Readings – *Use of Social Media in Canadian Public Administration: Opportunities and Barriers* (Gintova, 2019); *E-Government Between Developed and Developing Countries* (Nawafleh et al., 2012); *Using E-Government to Reinforce Government-Citizen Relationships: Comparing Government Reforms in the United States and China* (Seifert and Chung, 2009); *Where Are E-Governments in South Asian Countries? A Comparative Approach* (Seo and Mehedi, 2015).
- Developed Module 4 and Module 6 Discussion Questions linked to Assigned Readings.

Valdosta State University

Discussion Leader, Department of Political Science, Fall 2018 Semester

- Discussion Leader in PADM 9030 Logic of Inquiry course in the Doctor of Public Administration Program.
- Organized and led "Mixed Method Approaches to Research Design" to 1st Year Doctor of Public Administration Students.
- Outlined notes and developed discussion questions on assigned readings and responded to student responses to discussion questions.
- Required Textbook - *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* - John Creswell and J. David Creswell - 5th Edition - Sage Publishing.

Morris College

Guest Lecturer, Division of Natural Sciences and Mathematics, (March 2017)

- Lecture conducted at Morris College Division of Natural Sciences and Mathematics Scientific Lecture Series
- Lecture titled “*The Importance of STEM Workforce Development: The Role You Play*”

University of Central Florida

Discussion Leader, Master of Research Administration (MRA) Program, Spring 2012 Semester

- Discussion Leader in PAD 5850 Grant and Contract Management course in the Master of Research Administration (MRA) Program.
- Organized and led "Legislative Impact on Grant Management" to 1st Year Master of Research Administration (MRA) Students.
- Outlined notes; developed discussion questions; posted notes, links, and videos in Canvas; and responded to student responses to discussion questions.

RESEARCH INTERSTS

- Broadening Participation in STEM
- Computational Social Science
- Data Science
- E-Government
- Machine Learning
- Public Administration
- Public Policy

- Research Methods
- Science and Technology
- Science Policy
- Social Media Research

DOCTORAL RESEARCH

Valdosta State University IRB 04125-2021 Protocol Exemption Approval

Quantitative Research – A Data Science and Machine Learning Approach to Comparative COVID-19 Policy Responses (January 2021-Present)

- Study aim is to employ Data Science and Machine Learning in the investigation of health and economic policy responses to the COVID-19 pandemic in developed countries and developing countries approved by Valdosta State University IRB.
- Prior research indicated more rigorous research is needed for contribution to the body of knowledge from a Public Policy perspective.
- Examining literature for the development of the research design and execution to include two-tailed (non-directional) research hypotheses, null hypothesis, independent variable(s), dependent variable(s), etc.
- Research aim is to answer how does Data Science and Machine Learning inform Public Policy about the COVID-19 pandemic, what is the state of the COVID-19 pandemic in developed countries and developing countries, and empirically assess the correlation between policy responses and the state of COVID-19 in select countries.
- Employing secondary data from multiple data sources.
- Data wrangling, data analysis, and data visualization will be executed in RStudio.
- Initial data analysis will include time series analysis, text mining, sentiment analysis, and spatial data analysis.
- Creating R Scripts for reproducibility of data wrangling, data analysis, and data visualization in RStudio.
- Preparing for scholarly publications and presentations.
- Citing R, RStudio, and R packages with citation function and RStudio.Version function for scholarly publications and presentations.

Valdosta State University IRB 03979-2020 Protocol Exemption Approval

Quantitative Research – Measuring the Effectiveness of E-Government Delivery Models in Developed Countries and Developing Countries

(January 2020-Present)

- Measuring the effectiveness of E-Government delivery models in developed countries and developing countries is the second phase of the quantitative study measuring the effectiveness of e-government delivery models approved by Valdosta State University IRB.
- Examined literature for the development of the research design and execution.
- Research aim is to answer what is the state of e-government delivery models in developed countries and developing countries.
- Secondary research aim carryforwards from the first phase of the study which is to contribute to the e-government body of knowledge grounded in public administration principles and values.
- Employing secondary data from the first study phase plus developing two new datasets for data analysis.
- Integrating data science and machine learning algorithms for data analysis in R.
- Developed two-tailed research hypotheses (H_1 , H_2 , H_3 , H_4 , H_5 , H_6): significant differences and null hypothesis (H_0): no significant differences.
- Creating R Scripts for reproducibility of data wrangling, data analysis, and data visualization in RStudio.
- Creating tibbles with `as_tibble` function.
- Performing descriptive statistics with `summary` function and `describe` function.
- Creating boxplots to visually depict outliers with `boxplot` function and identified outliers with `boxplot.stats`

function.

- Employing ANOVA with the aov function to identify significant differences and Tukey's Honest Significant Differences with the TukeyHSD function to identify the location of significant differences.
- Employing K-means clustering with the kmeans function to cluster similar observations into groups and Hierarchical clustering with the hclust function to group observations based on similarities. Creating a dendrogram to depict the hierarchical relationships of the clusters as a tree diagram.

Quantitative Research – Measuring the Effectiveness of E-Government Delivery Models from a Public Administration Perspective

(August 2019-Present)

- Examined literature for the development of the research design and execution.
- Research aim is to answer what is the state of e-government delivery models globally.
- Prior research indicates more rigorous research is needed for contribution to the body of knowledge from a public administration perspective as literature is dominated by information systems discipline.
- Secondary research aim is to contribute to the e-government body of knowledge from a public administration perspective.
- Employing a quantitative longitudinal design utilizing secondary data.
- Developed two-tailed research hypotheses (H_1 , H_2 , H_3 , H_4 , H_5 , H_6): perceived useful and null hypothesis (H_0): not perceived useful.
- Integrating data science and machine learning algorithms for data analysis in R.
- Imported datasets into RStudio with read_csv function.
- Loaded R packages: tidyverse, psych, stats, rmarkdown.
- Created e-government tibbles and e-participation tibbles with as_tibble function.
- Performed descriptive statistics with summary function and describe function.
- Performed Pearson correlation analysis with corr.test function, created correlation matrix with round(corr) function, and depicted correlation analysis on scatterplots with plot function.
- Created boxplots to visually depict outliers with boxplot function and identified outliers with boxplot.stats function.
- Created six simple linear regression models and two multiple linear regression models with lm function.
- Created regression diagnostic plots (residuals vs fitted, normal q-q, scale-location, residuals vs leverage) for each regression model with par function and plot function.
- Creating R Scripts for reproducibility of data wrangling, data analysis, and data visualization in RStudio.
- Preparing for scholarly publications and presentations.
- Citing R, RStudio, and R packages with citation function and RStudio.Version function for scholarly publications and presentations.

INDEPENDENT RESEARCH

Quantitative Research – A Public Administration Research Approach and Empirical Perspective of COVID-19

(March 2020-present)

- Examining literature for the development of the research design and execution.
- Research aim is to employ data science and machine learning algorithms in a public administration research approach and empirical perspective of COVID-19.
- Time series analysis will be employed in R to examine the economic impact of COVID-19 related policies.
- Text mining will be employed in R of COVID-19 research literature for text processing, modeling, analysis, and visualization.
- Naïve Bayes will be employed in R for text classification.
- Sentiment analysis will be employed in R of Twitter Hashtags to examine public opinion of COVID-19 related policies.
- Spatial analysis will be employed in R of COVID-19 longitude and latitude cases.

Quantitative Research – Integration, Challenges, and Future Direction of Data Science in Public Administration (August 2019-present)

- Examining literature for the development of the research design and execution.
- Research aim is to answer what is the state of data science in public administration.
- Investigating the application of data science in public administration, human capital and other challenges of data science in public administration, and future research and direction of data science in public administration.
- Integrating data science and machine learning algorithms for data analysis in R.
- Loaded R packages: tidyverse, psych, stats, rmarkdown.
- Creating R Scripts for reproducibility of data wrangling, data analysis, and data visualization in RStudio.
- Initial data collected and wrangling dataset A with 23,859 observations and dataset B with 16,716 observations in R.
- Importing datasets with read_csv function in RStudio.
- Creating tibbles with as_tibble function.
- Skipping rows with skip = function.
- Deleting variables with select function.
- Combining columns with unite function.

PROFESSIONAL EXPERIENCE

South Carolina Research Authority (SCRA)

Program Manager (July 2016-Present) (Columbia, SC)

- Serve as the Program Manager for the SC EPSCoR (Established Program to Stimulate Competitive Research) program which is a science-driven state-based National Science Foundation (NSF) program.
- Advance the National Science Foundation EPSCoR research, education, and broadening participation goals and advance Vision 2025 – South Carolina’s Capacity and Expertise in Science and Technology goals to include research and development; health, science, and technology workforce, education and outreach; and economic development.
- Co-administer the \$20 million Materials Assembly and Design Excellence in South Carolina (MADE in SC) Research Infrastructure Improvement (RII) Track-1 program funded by NSF EPSCoR to serve South Carolina’s STEM research, education, and workforce needs and invigorate economic development.
- Develop, implement, and manage STEM programs and initiatives to increase research capacity, research competitiveness, and the STEM workforce pipeline in South Carolina.
- Develop, implement, and manage the GEAR Program to support collaboration between junior faculty and senior faculty at academic research universities demonstrating connections between experiments, theory, computation, and simulation with alignment with the Materials Genome Initiative (MGI) (discover, manufacturer, and deploy advanced materials twice as fast at lower costs).
- Develop, implement, and manage the GEAR Collaborative Research Program (CRP) to support collaboration between junior faculty from predominately undergraduate institutions (PUI) and senior faculty from academic research universities demonstrating connections between experiments, theory, computation, and simulation with alignment with the Materials Genome Initiative (MGI) (discover, manufacturer, and deploy advanced materials twice as fast at lower costs).
- Develop, implement, and manage the Research Experiences for Undergraduates (REU) program to increase undergraduate student’s research participation in ongoing research during the academic year and/or the summer in the areas of life science (including biomedical), physical science, engineering, and mathematics and to increase the number of undergraduate students pursuing Master and Ph.D. programs and careers in STEM.
- Develop, implement, and manage the Scientific Advocate Network (SAN) program to support URM undergraduate students in materials science research; recruiting URM students to Master and Ph.D. programs relating to materials science; research experiences for high school students; research experiences for K-12 Teachers; and STEM camps for high school students.
- Develop, implement, and manage the Stimulus Research Program (SRP) to support faculty collaborations from academic research universities and predominately undergraduate institutions (PUIs) to solve complex problems in the areas of life science (including biomedical science), physical science, engineering, and mathematics; to

increase the capacity of faculty and their institutions; to increase collaboration and inclusion among colleges and universities; and to position collaborative teams to pursue large-scale national funding for research.

- Develop, implement, and manage the Phase-0 Program to support South Carolina small businesses in their proposal development activities to compete effectively for SBIR/STTR funding in either to support MADE in SC or the South Carolina Science and Technology Plan (Vision 2025).
- Develop funding solicitations, review proposals for funding, recruit reviewers for external review of proposals, and coordinate external reviews of proposals resulting from the administrative review level. Develop and disseminate confidentiality and conflict of interest agreements to external reviewers. Collect written external reviews of proposals and disseminate external reviews to proposers recommended for funding and not recommended for funding. Proposers recommended for funding are required to submit written responses to address areas of weaknesses and other requested information. Issue Notice of Awards, no cost extension approvals/not approved, and budget revision approvals/not approved. Receive, review, and monitor Responsible Conduct of Research (RCR) training documentation, Institutional Review Board (IRB) approval, and Institutional Animal Care Use Committee (IACUC) approvals.
- Develop, implement, and manage professional development sessions for undergraduate students and graduate students to include graduate school (Master and Ph.D. programs) preparation (e.g., the importance of gaining research experiences, preparation for graduate school admission exams (GRE, MCAT)), financing graduate school (assistantships), and career opportunities in Materials Science.
- Develop, implement, and manage STEM undergraduate student, graduate student, and postdoctoral fellow poster presentations sessions, judging, and awards.
- Collect and analyze data for evaluation and reporting on program performance to include the number of graduate students supported, graduate students mentored, URM graduate students supported, students engaged in research, undergraduate students supported, undergraduate students mentored, URM undergraduate students in research groups, students pursuing STEM Masters and Ph.D. programs, student podium presentations, undergraduate student poster presentation, graduate student poster presentations, postdoctoral fellows poster presentations, student publications, URM and/or female faculty supported, new faculty hires, URM and/or female faculty hires, junior faculty mentored by senior faculty, research proposals submitted by faculty, number of domestic and international collaborations, and faculty publications.
- Collect, analyze, and report project data in the Research Performance Progress Report (RPPR) in Research.gov to include participant name, email address, participant type (e.g., Principal Investigator, Co-Investigators, Faculty, Other Professional, Graduate Student, Undergraduate Student), participants' contribution to the project, funding support, foreign travel, foreign collaborators, and domestic and international project collaborations.
- Collect and deposit peer-reviewed published journal articles and juried conference papers into the NSF Public Access Repository (NSF-PAR) for compliance with NSF Public Access Requirements.
- Provide technical assistance to South Carolina colleges and universities with the development of competitive research proposals (e.g., identifying collaborators for research team development, identifying and securing external consultants to review proposals for scientific merit, evaluation meetings with faculty teams, etc.)
- Facilitate faculty team meetings on program planning, program implementation, and program administration.
- Conduct needs assessment with interviews, meetings, surveys, etc. to identify barriers, technical assistance needs, and programs and services needed in South Carolina.
- Conduct annual, technical assistance, and follow-up site visits at grantee locations.
- Conduct presentation and outreach activities with stakeholders in South Carolina.
- Write letters of support for academic researchers pursuing National Science Foundation and U.S. Department of Energy funding.
- Develop, implement, and maintain policies and procedures; strategic plan; and education, outreach, and diversity plan for program office.

Health Resources and Services Administration (HRSA)

HRSA Grant Reviewer (January 2018-Present)

- Serve as a HRSA Grant Reviewer for the Division of Independent Review (DIR) to evaluate proposals for funding in a fair, equitable, and objective manner to provide healthcare services for persons living with HIV (PLWH).

- Participate on Objective Review Committee (ORC) panels including pre-conference ORC activities.
- Participate in HRSA DIR Quarterly Review Trainings.

SC Department of Health and Environmental Control (SC DHEC)

Fiscal Manager (August 2014-July 2016) (Columbia, SC)

- Assumed senior level position in the Division of STD/HIV of the Bureau of Disease Control and served as the backup Division Director with signatory authority approval. Conducted Division staff meetings in the absence of the Division Director.
- Supervised the Division's Fiscal Team (Auditors and Accountants) - Developed and updated job descriptions, reviewed applications, screened and rated applications on assessment tools, scheduled job interviews, coordinated interview panel members for interviews, developed job interview questions, interviewed applicants, rated and scored applicants, completed hire forms, and extended verbal and written job offers. Conducted employee performance planning phases, annual performance evaluations, employee disciplinary meetings as necessary, and staff meetings. Coached and mentored employees.
- Co-administered the Division of STD/HIV \$65 million program portfolio funded by HRSA (Division of State HIV/AIDS Programs), HUD, CDC, 340b Revenue, and the state of South Carolina to provide healthcare services for persons living with HIV (PLWH).
- Co-administered the Ryan White Part B Base, Ryan White Part B Supplemental, AIDS Drug Assistance Program (ADAP), Emerging Communities, Minority AIDS Initiative (MAI), Housing Opportunities for Persons with AIDS (HOPWA) (funded by HUD), HIV Prevention Programs (Category A, B, C) (funded by CDC), and Special Projects Program (funded by 340b and the State of South Carolina) for Organizational Capacity Building (Technical Assistance, Data Security, Electronic Medical Records, Electronic Medical Records Interface, Electronic Lab Records Interface, Program Technology Enhancements, Medical Case Management Enhancements, and Confirmatory Testing).
- Participated in the Division's monthly management team meetings.
- Participated in monthly conference calls with HRSA Project Officer and provided programmatic and fiscal updates.
- Served on the South Carolina HIV Planning Council, Ryan White Peer Review Committee, and Ryan White Medical Case Management Workgroup.
- Co-planned and participated in HRSA site visits and HRSA reverse site visits.
- Prepared grant proposals for funding to include the abstract, narrative, budget, budget justification, and other application attachments for submission to HRSA and HUD.
- Reviewed grant proposals for funding, determined the funding formula, and awarded grants to subgrantees.
- Onboarded funded South Carolina subgrantees providing care and services to persons living with HIV on Ryan White, HOPWA, and 340b programs.
- Prepared quarterly, mid-year and annual reports including preparation of annual allocation and expenditure reports for the Federal government.
- Supervised financial monitoring activities and conducted financial monitoring reviews of the Ryan White Part B Base program, Ryan White Part B Supplemental program, Minority AIDS Initiative program, Emerging Communities program, HOPWA program, ADAP program, HIV Prevention Program (Category A, B, C), and Special Projects. Ensured expenditures were tracked monthly and financial monitoring reviews field work were conducted by the end of the state fiscal year. Generated and reviewed monthly/quarterly reports for compliance with state and federal policies.
- Conducted annual, technical assistance, and follow-up site visits.
- Scheduled dates for On-Site Financial Reviews, determined the test period and funding sample, prepared On-Site Financial Review binders, conducted field work, held entrance/exit conference meetings, and authored and issued Site Visit Reports from site visits.
- Developed Corrective Action Plans organized by Finding/Issue, Action(s) Needed, Person(s) Responsible, Target Completion Date, and Status. Conducted follow-up site visits to ensure compliance with Corrective Action Plans.
- Reviewed and approved/disapproved Ryan White Part B, Ryan White Part B Supplemental, Minority AIDS Initiative, Emerging Communities, HOPWA, and Special Projects invoices that were due on the 15th of the month.

- Reviewed and approved/disapproved cash advance requests pursuant to contractual agreements and state and Federal regulations.
- Reviewed and approved/disapproved budget revisions.
- Monitored subgrantee compliance and reported subgrantees for non-compliance.
- Monitored and ensured follow-up with audit findings and recommendations conducted by the Division of STD/HIV and the Office of Internal Audits. Reviewed auditee response to audit findings and recommendations and prepared Division response to Office of Internal Audits. Provided technical assistance to auditees needing assistance in implementing acceptable financial controls.
- Received and reviewed A-133 Single Audit reports to verify that pass through funding from SC DHEC is reported, identified Findings and Question Costs, and developed Corrective Action Plans for addressing issues identified in the A-133 Single Audit Reports.
- Developed and maintained policies and procedures for compliance.
- Developed fiscal and contractual monitoring tools based on state and Federal regulations.

University of South Carolina (USC)

Post-Award Services Coordinator (February 2010-August 2014) (Columbia, SC)

- Assumed newly created position in Arnold School of Public Health (ASPH) Office of Research.
- Worked with Principal Investigators to include clinical trials in stroke recovery, long sleep, chemicals in food and water, cancer prevention, women's health initiatives, obesity, nutrition, cardiovascular disease, and health disparities.
- Conducted focus group sessions and administered surveys to assess needs and services.
- Developed and implemented policies and procedures to ensure compliance.
- Developed and presented workshops on best practices.
- Conducted orientations for new department chairs, faculty, and staff.
- Provided progress report assistance to faculty and staff researchers.
- Monitored subrecipient contracts and provided training on how to monitor subrecipients to include periodic progress reports, site visits, invoices, and payments.
- Monitored Indirect Cost Distribution (Splits) to include faculty receiving 10% of recovered IDC in their Research Incentive Account on a monthly basis.
- Monitored Effort Reporting and compliance with Time and Effort Report submission.
- Disseminated restricted fund notifications to include direct cost balance, indirect cost balance, unmet cost share, and outstanding commitments on a monthly basis.
- Developed job descriptions, review applications, screen and rate applicants, interview applicants, and complete hire packets to include I-9 Employment Eligibility Form, IRS W-4 Form, Authorization Agreement for Electronic Deposits, Retirement Election Form, and Notice of Separation.
- Responded to Audit requests.
- Completed report and data requests for the Federal government and USC.
- Other duties included technical assistance, system training, budget management (budget balancing, reconciliation, re-budgeting), and advice/consulting for project close-out process.

Heyward Management Group, Inc.

Managing Director (February 2003-December 2009) (Columbia, SC)

- Served as Managing Director of HMG and services included Brand Marketing, Fundraising, Multimedia Production, Political Campaign Management, and Web Hosting and Design.
- Responsible for administrative and fiscal matters to include strategic planning, budgeting, business license renewal with city and county, tax preparation and filing, payroll, bank deposits, etc.
- Managed employees, vendors, and volunteers.
- Developed and presented client proposals.
- Negotiated and managed contracts with clients and vendors.
- Managed client's projects to include developing timelines/milestones, project implementation, budgeting, progress reporting, meeting deadlines, project close-out, and project evaluation.
- Worked with outside attorneys on contractual matters.

- Clients included small businesses, corporations, non-profit organizations, and political campaigns.

Rick C. Wade for Secretary of State Campaign

Finance Director, (October 2001-November 2002) (Columbia, SC)

- Started as a volunteer and then hired to work on campaign.
- Oversaw financial and accounting activities of the campaign to include processing payroll and campaign expenditures and bank deposits.
- Organized fundraising events in South Carolina to reach \$500,000.00 campaign goal.
- Represented the campaign at events.
- Recruited and managed volunteers for campaign activities.
- Coordinated interviews with the media (Associated Press, The State Newspaper, Radio Stations –Andy Thomas Show and Big DM).
- Prepared press kits.
- Prepared and submitted disclosure reports to the South Carolina State Ethics Commission in a timely manner.

ELECTED POSITIONS

- **President-Elect**, South Carolina Academy of Sciences, May 2022 to present
- **SSTIG Officer**, ASPA (American Society for Public Administration) Section on Science and Technology in Government (SSTIG) Executive Committee, April 2022 to present
- **Vice President**, South Carolina Academy of Sciences, September 2020 to present
- **Council Member**, South Carolina Academy of Sciences, January 2018 to present

PROFESSIONAL MEMBERSHIPS

- American Society for Public Administration (ASPA)
- ASPA Section on Public Administration Research
- ASPA Section on International and Comparative Administration
- ASPA Section on Science and Technology in Government (SSTIG)
- South Carolina Academy of Sciences (SCAS)

BOARDS, COMMITTEES, AND WORKGROUPS

- **ASPA (American Society for Public Administration) Section on Science and Technology in Government (SSTIG) Executive Committee**
(April 2022-present)
Serve as an elected Officer on the ASPA (American Society for Public Administration) Section on Science and Technology in Government (SSTIG) Executive Committee.
- **NSF EPSCoR Post-Doc Workshop Steering Committee**
(March 2020-January 2021; April 2022-present)
Served as a steering committee member with NSF EPSCoR EOD (Education, Outreach, and Diversity) representatives of the New Mexico, Idaho, Alaska, and Hawaii jurisdictions for proposal development. Participated in bi-weekly steering committee meetings. Contributed to literature review, white paper development, data analysis (Data Science and Machine Learning) in R, and project evaluation. Serve as Data Manager for Post-Doc Project.
- **2022 Academic Leadership and Career Development Workshop (ALCDW) Planning Committee**
(February 2022-present)
SC INBRE (South Carolina IDeA Networks of Biomedical Research Excellence) and SC EPSCoR (South Carolina Established Program to Stimulate Competitive Research) are co-hosting the 2022 Academic Leadership and Career Development Workshop for South Carolina Faculty and Students at the University of South Carolina on June 13-14, 2022. Serve as a planning committee member and the SC EPSCoR representative.
- **2022 NSF EPSCoR EOD (Education, Outreach, and Diversity) Conference Planning Committee**
(December 2021-present)

South Carolina EPSCoR is hosting the 2022 National Science Foundation (NSF) EPSCoR EOD (Education, Outreach, and Diversity) Conference to be held in September 2022. Serve as a Conference Planning Committee Member with representatives from several NSF EPSCoR jurisdictions. Serve as the lead conference planner and primary point for the NSF EPSCoR EOD Conference. Conference tracks includes STEM Education, Diversity, Science Communication, and Broad EOD. The Conference will focus on challenges, success stories, and best practices in STEM Education, Diversity, Science Communication, and Broad EOD.

- **South Carolina Academy of Sciences (SCAS) By-Laws and Handbook Ad-Hoc Committee**
(December 2019-present), South Carolina Academy of Sciences
Serve as a Member of the SCAS By-Laws and Handbook Ad-Hoc Committee to review and make recommendations to the Academy's by-laws, committees, and operations. Contributed feedback to the survey development disseminated to the Academy's membership.
- **South Carolina Academy of Sciences (SCAS) Council**
(January 2018-Present), South Carolina Academy of Sciences
Serve as a Council Member for the South Carolina Academy of Sciences (SCAS) to participate and contribute toward SCAS and SCJAS (South Carolina Junior Academy of Sciences) governance and activities. Participate in Council quarterly meetings and provide input on SCAS topics. Serve as a Judge and recruit Judges for oral presentations (undergraduate and high school presentations) and SCJAS written research papers. Recruit Council Members from South Carolina colleges and universities.
- **National Science Foundation (NSF) EPSCoR Education, Outreach, and Diversity (EOD)**
(January 2017-Present)
Serve as a voting member of the National Science Foundation (NSF) EPSCoR Education, Outreach, and Diversity (EOD) representing the South Carolina jurisdiction.
- **2022 South Carolina Academy of Sciences (SCAS) Annual Meeting Planning Committee**
(November 2021-April 2022), South Carolina Academy of Sciences
Serve as a planning committee member for the 2022 South Carolina Academy of Sciences (SCAS) Annual Meeting to be held on April 2, 2022 at the University of South Carolina Aiken. The Annual Meeting brings together the South Carolina Junior Academy of Sciences and the Senior Academy of Sciences.
- **2022 Governor's Awards for Excellence in Science Selection Committee**
(August 2021-February 2022), South Carolina Academy of Sciences
Served as a voting Committee Member of the Governor's Awards for Excellence in Science Selection Committee. Reviewed and voted on statewide nomination packages for the Governor's Award for Excellence in Scientific Research (ESR), Young Scientist Award for Excellence in Scientific Research (YESR), Governor's Award for Excellence in Scientific Awareness (ESA), and Award for Excellence in Scientific Research at a Predominately Undergraduate Institution (PUI).
- **2021 South Carolina Academy of Sciences (SCAS) Annual Meeting Planning Committee**
(November 2020-April 2021), South Carolina Academy of Sciences
Served as a planning committee member for the 2021 South Carolina Academy of Sciences (SCAS) Annual Meeting to be held April 17, 2021. The Annual Meeting brings together the South Carolina Junior Academy of Sciences and the Senior Academy of Sciences.
- **2021 Governor's Awards for Excellence in Science Selection Committee**
(September 2020-February 2021), South Carolina Academy of Sciences
Served as a voting Committee Member of the Governor's Awards for Excellence in Science Selection Committee. Reviewed and voted on statewide nomination packages for the Governor's Award for Excellence in Scientific Research (ESR), Young Scientist Award for Excellence in Scientific Research (YESR), Governor's Award for Excellence in Scientific Awareness (ESA), and Award for Excellence in Scientific Research at a Predominately Undergraduate Institution (PUI).
- **2020 Governor's Awards for Excellence in Science Selection Committee**
(January 2020-February 2020), South Carolina Academy of Sciences
Served as a representing voting Committee Member of the Governor's Awards for Excellence in Science Selection Committee. Reviewed and voted on statewide nomination packages for the 2020 Governor's Award for Excellence in Scientific Research (ESR), 2020 Young Scientist Award for Excellence in Scientific Research (YESR), 2020 Governor's Award for Excellence in Scientific Awareness (ESA), and 2020 Award for Excellence in Scientific Research at a Predominately Undergraduate Institution (PUI).

- **MADE in SC Research Fellows Symposium Organizing Committee**
(May 2018-September 2019) South Carolina EPSCoR
Served as a Member of the MADE in SC Research Fellows Symposium Organizing Committee for the Materials Assembly and Design Excellence in South Carolina Research Infrastructure Improvement (RII) Track-1 Program funded by the National Science Foundation (NSF). Planned and implemented the annual Fellows Symposium for Undergraduates Students, Master Students, and Ph.D./Doctoral Students supported by MADE in SC to present their research experiences and results.
- **Master of Research Administration (MRA) National Advisory Board**
(October 1, 2013-September 30, 2019), University of Central Florida, Orlando, F.L.
Served as an Advisory Board Member on the University of Central Florida's Master of Research Administration (MRA) National Advisory Board. The core focus of the MRA Advisory Board is to provide curriculum and program advice about the direction the program should follow. Core functions include curriculum review, program assessment, strategic planning, and student recruitment.
- **South Carolina HIV Planning Council (SC HPC)**
(August 2014 – July 2016), Columbia, South Carolina
Provided SC DHEC Staff support to the SC HIV Planning Council and the Care and Support Services Subcommittee. The mission of the South Carolina HIV Planning Council is to develop a comprehensive, statewide HIV Prevention and Care Plan for a responsive, effective, and efficient continuum of services for persons living with HIV/AIDS and those at risk for HIV infection.
- **Ryan White Peer Review Committee**
(August 2014 – July 2016), Columbia, South Carolina
Provided SC DHEC Staff support to the Ryan White Peer Review Committee. DHEC Division of STD/HIV is required to perform a periodic independent peer review process on funded subrecipients. The Peer Review Committee provides ongoing assessment of the quality of Part B programs and services to help determine barriers to accessing care and gaps in service provision.
- **Ryan White Medical Case Management Workgroup**
(August 2014 – July 2016), Columbia, South Carolina
Provided SC DHEC Staff support to the Ryan White Medical Case Management Workgroup. The Ryan White Medical Case Management Workgroup provides ongoing assessment of Medical Case Management standards and services to HIV patients in South Carolina.
- **NCURA Financial Management Committee (FMC)**
(January 1, 2012-December 31, 2013), NCURA, Washington, D.C.
Served as an At-Large Member of the NCURA (National Council of University Research Administrators) Financial Management Committee to assist the Treasurer in the oversight of the Council's fiscal matters: developed long-range financial plans; reviewed the annual budget and made recommendations to the Board of Directors; assisted and worked with regional treasurers; reviewed financial statements; reviewed quarterly and annual investment performance; updated the investment policy; approved bank accounts; reviewed regional financial reports; and meetings with investment counselors and auditor.

ACADEMIC, COMMUNITY, AND ORGANIZATIONAL SERVICE

- **American Society for Public Administration (ASPA) PA (Public Administration) Times Online Columnist** – January 2021-present
- **Written Research Paper Judge** – 2022 South Carolina Junior Academy of Sciences – February 2022-March 2022
- **Written Research Paper Judge** – 2022 DoD (Department of Defense) South Carolina Junior Science and Humanities Symposium – December 2021-January 2022
- **Written Research Paper Judge** – 2021 South Carolina Junior Academy of Sciences – February 2021-March 2021
- **Head Session Judge** – 49th Annual South Carolina DoD Junior Science and Humanities Symposium – February 12, 2021
- **Written Research Paper Judge** – 2021 DoD (Department of Defense) South Carolina Junior Science and Humanities Symposium – January 2021
- **IT-ology Innovation Challenge Judge** – 2018 IT-ology Innovation Challenge – Columbia, South Carolina

– October 20, 2018

- **Conference Session Chair – STEM Student Professional Development Sessions** – 2018 MADE In SC Research Fellows Symposium – Columbia, South Carolina – September 21, 2018
- **Poster Judge** – SC INBRE (IDeA Networks of Biomedical Research Excellence) 2018 Science Symposium – Columbia, South Carolina – August 10, 2018
- **Poster Judge** – Claflin University Biomedical and Biomaterials Research Symposium – Orangeburg, South Carolina – July 13, 2018
- **Project GROWL (Getting Ready for Your Opportunity to Work, Laugh, and Learn) Capstone Project Leader** - Furman University Richard W. Riley Institute Diversity Leaders Initiative - South Carolina - February 2017 – June 2017
- **Richard W. Riley Institute Diversity Leaders Initiative Capstone Project** – Project GROWL (Getting Ready for Your Opportunity to Work, Laugh, and Learn) Internship – Columbia, South Carolina – February 2017 – June 2017
- **Conference Session Chair – Successful Undergraduate Research Models** – 2017 SC EPSCoR/IDeA State Conference – Columbia, South Carolina – April 2017
- **SCJAS (South Carolina Junior Academy of Sciences) Written Submission Judge** – 2017 SCAS/SCJAS Annual Meeting – Psychology and Sociology Category Research Papers – Columbia, South Carolina – February 2017-March 2017
- **Science Fair Judge** – St. Andrews Middle School – Columbia, South Carolina – February 15, 2017
- **STEM (Science Technology Engineering Mathematics) Panel Member** – Benedict College – Columbia, South Carolina – October 21, 2016
- **MRA (Master of Research Administration) Graduate Student Mentor** – University of Central Florida – Orlando, Florida – October 2013-September 2019

GRANT PROPOSAL REVIEW PANEL EXPERIENCE

- **Ryan White HIV/AIDS Program Part C Early Intervention Services Program: Existing Geographic Service Areas** – Health Resources and Services Administration (HRSA) (Federal Funding) – August 2021-September 2021
- **Ryan White HIV/AIDS Program Part C Capacity Development Program** – Health Resources and Services Administration (HRSA) (Federal Funding) – April 2019-May 2019
- **Ryan White HIV/AIDS Program Part C HIV Early Intervention Services (EIS) Program: New Geographic Service Areas** - Health Resources and Services Administration (HRSA) (Federal Funding) – January 2018
- **Ryan White Part B (Base and Supplemental) and ADAP (AIDS Drug Assistance Program) Program** - SC Department of Health and Environmental Control (HRSA Funding) - 2014-2016
- **Minority AIDS Initiative (MAI) Program** - SC Department of Health and Environmental Control (HRSA Funding) - 2014-2016
- **Emerging Communities Program (EC)** - SC Department of Health and Environmental Control (HRSA Funding) - 2014-2016
- **Housing Opportunities for Persons with AIDS (HOPWA) Program** - SC Department of Health and Environmental Control (HUD Funding) - 2014-2016

INVITED TALKS

- *“AI in the Social Sciences”*, Hawaii Data Science Institute, University of Hawaii, October 1, 2021
- *“A Comparative Policy Response to the COVID-19 Pandemic in the United States and the United Kingdom”*, ASPA (American Society for Public Administration) 2021 Annual Conference, April 15, 2021
- *“South Carolina EPSCoR’s Education, Outreach, and Diversity (EOD) Engagement in COVID-19”*, NSF EPSCoR Project Director/Project Administrator/Education Outreach Diversity Meeting, October 29, 2020
- *“Professional Development for STEM Undergraduate and Graduate Students”*, NSF EPSCoR Education, Outreach, and Diversity (EOD) Advisory Committee *“Collaborations, Professional Development, and Mentor Programs: Broadening Participation Within EPSCoR Jurisdictions”* Webinar, March 13, 2020

- ***“UCF Graduate Programs in Research Administration”***, 4th Annual Florida Research Administration Conference (FRAC), Orlando, Florida, January 12, 2018
- ***“Designing and Implementing Service Delivery Models in Research Administration”***, 4th Annual Florida Research Administrators Conference (FRAC), Orlando, Florida, January 12, 2018
- ***“Creating an Inquiry-Based Learning Culture for Student Success with South Carolina EPSCoR”***, 40th Annual South Carolina Science Council Conference, Columbia, South Carolina, November 10, 2017
- ***“Designing and Implementing Service Delivery Models in Public Administration”***, 11th Annual Public Administration Research Conference (PARC), Orlando, Florida, April 7, 2017
- ***“The Value Proposition of the Research Administrator: Preparing Tomorrow’s Candidate”***, 3rd Annual Florida Research Administrators Conference (FRAC), Orlando, Florida, January 20, 2017
- ***“The Money Is Here: Now What?”***, National Council of University Research Administrators (NCURA) Region III Spring Meeting, Isle of Palms, SC, May 2, 2011
- ***“Legislative Impact on Grant Management”***, National Council of University Research Administrators (NCURA) Region III Spring Meeting, Panama City Beach, FL, May 8, 2012

OTHER MEETING PRESENTATIONS AND PANELS

- ***“NSF EPSCoR RII Track-2 and Track-4 Funding Programs”***, 2022 SC EPSCoR State Conference, April 22, 2022
- ***“Future of NSF EPSCoR Listening Session Panel”***, Panel Member, National Science Foundation (NSF) EPSCoR, October 21, 2021
- ***“NSF EPSCoR RII Track-2 and Track-4 Funding Programs”***, 2021 SC EPSCoR State Conference, July 23, 2021
- ***“NSF Proposal Writing Overview”***, 2021 Academic Leadership and Career Development Workshop, Columbia, SC, June 15, 2021
- ***“NSF EPSCoR RII Track-2 and Track-4 Presentation”***, 2021 Academic Leadership and Career Development Workshop, Columbia, SC, June 15, 2021
- ***“SC EPSCoR Phase-0 Program Presentation”***, 2021 Academic Leadership and Career Development Workshop, Columbia, SC, June 14, 2021
- ***“SC EPSCoR/IDeA Program Presentation”***, South Carolina Research Authority, Summerville, SC, June 15, 2018
- ***“Stimulus Research Program Grantee Implementation Presentation”***, South Carolina Research Authority, Columbia, SC, January 24, 2018
- ***“SC EPSCoR/IDeA Program Faculty Presentation”***, Allen University, Columbia, SC, November 28, 2017
- ***“SC EPSCoR/IDeA Program Faculty Senate Presentation”***, Voorhees College, Denmark, SC, October 26, 2017
- ***“Stimulus Research Program Team Meeting Technical Assistance”***, Embassy Suites, Columbia, SC, July 27, 2017
- ***“Stimulus Research Program Team Meeting Technical Assistance”***, Embassy Suites, Columbia, SC, July 25, 2017
- ***“July 2017 Innovision Forum Presentation”***, Innovision Organization, Greenville, SC, July 20, 2017
- ***“Career Motivators Capstone Presentation – Furman University”***, Columbia, SC, June 15, 2017
- ***“SC INBRE (IDeA Network Biomedical Research Excellence) Academic Leadership Summer Workshop Presentation”***, USC School of Medicine, Columbia, SC, June 8, 2017
- ***“Career Motivators Project GROWL Presentation”***, EdVenture, Columbia, SC, June 6, 2017
- ***“Wake Forest/University of Texas at Dallas EPSCoR IBL (Inquiry Based Learning) and PBL (Problem and Project Based Learning) Pilot Presentation”***, Newberry County School District, Newberry, SC, May 30-31, 2017
- ***“SC EPSCoR/IDeA Program Faculty Seminar”***, USC Arnold School of Public Health, Columbia, SC, April 20, 2017
- ***“2017 Stimulus Research Program”***, 2017 SC EPSCoR/IDeA State Conference, Columbia, South Carolina, April 4, 2017

- “*SC EPSCoR/IDeA Program Presentation*”, Chief Development Officer Peer Workgroup, SC Technical College System, Columbia, SC, March 29, 2017
- “*SC EPSCoR/IDeA Program Presentation*”, South Carolina Research Authority, Columbia, SC, December 16, 2016
- “*Ryan White and 340B Program Presentation*”, Affinity Health Center, Rock Hill, SC, July 6, 2016
- “*Ryan White and 340B Program Presentation*”, South Carolina HIV/AIDS Council, Columbia, SC, May 11, 2016
- “*HOPWA Program Onboarding Presentation*”, Beaufort Jasper Hampton Comprehensive Health Services, Bluffton, SC, May 5, 2016
- “*Ryan White and 340B Program Onboarding Presentation*”, Beaufort Jasper Hampton Comprehensive Health Services, Bluffton, SC, January 15, 2016
- “*Ryan White and 340B Program Onboarding Presentation*”, Low Country Health Care System, Fairfax, SC, January 14, 2016
- “*Ryan White and 340B Program Presentation*”, Affinity Health Center, Rock Hill, SC, June 24, 2015
- “*Ryan White, HOPWA, and 340B Program Presentation*”, Hope Health, Florence, SC, January 30, 2015
- “*Ryan White, HOPWA, and 340B Program Presentation*”, Careteam, Myrtle Beach, SC, November 13, 2014
- “*The Conversation About Indirect Costs*”, USC Arnold School of Public Health, Columbia, SC, October 14, 2013
- “*The Conversation About Indirect Costs*”, USC Arnold School of Public Health, Columbia, SC, October 3, 2013
- “*Grant Reform*”, USC Arnold School of Public Health, Columbia, SC, March 7, 2013
- “*Grant Reform*”, USC Arnold School of Public Health, Columbia, SC, March 5, 2013
- “*Effort Reporting: Think Before You Sign*”, USC Arnold School of Public Health, Columbia, SC, October 12, 2012
- “*Post-Award: The Business Side of Research*”, USC Arnold School of Public Health, Columbia, SC, October 5, 2012
- “*Effort Reporting*”, GRANT (Gamecock Research Administrators Network Training) Program, University of South Carolina, Columbia, SC, September 13, 2012
- “*Legislative Impact on Grant Management*”, University of Central Florida, Orlando, FL, February 24, 2012
- “*ASPH Post-Award Services Department Chair Orientation*”, USC Arnold School of Public Health, Columbia, SC, November 3, 2011
- “*Post-Award is More Than 1+1=2*”, USC Arnold School of Public Health, Columbia, SC, October 7, 2011
- “*ASPH Post-Award Services Faculty Orientation*”, USC Arnold School of Public Health, Columbia, SC, September 23, 2011
- “*Post-Award Management for ASPH Staff*”, USC Arnold School of Public Health, Columbia, SC, March 3, 2011
- “*Post-Award Management for ASPH Investigators*”, USC Arnold School of Public Health, Columbia, SC, February 22, 2011
- “*Show Me The Money: Post-Award Management*”, USC Arnold School of Public Health, Columbia, SC, October 1, 2010

ASPA PUBLIC ADMINISTRATION TIMES COLUMN

- **Heyward, A.** (2022, April 7). The Public Value of Science Policy. *ASPA (American Society for Public Administration) PA (Public Administration) Times*. Retrieved from <https://patimes.org/the-public-value-of-science-policy/>
- **Heyward, A.** (2022, January 12). Using Machine Learning and Twitter Data to Evaluate the Public Opinion of Environmental Policy. *ASPA (American Society for Public Administration) PA (Public Administration) Times*. Retrieved from <https://patimes.org/using-machine-learning-and-twitter-data-to-evaluate-the-public-opinion-of-environmental-policy/>
- **Heyward, A.** (2021, October 17). Using Machine Learning and Twitter Data to Evaluate the Public Opinion of the Delta Variant and the Vaccine Booster. *ASPA (American Society for Public Administration) PA (Public Administration) Times*. Retrieved from <https://patimes.org/using-machine-learning-and-twitter-data-to-evaluate-the-public-opinion-of-the-delta-variant-and-the-vaccine-boosters/>

Administration) Times. Retrieved from <https://patimes.org/using-machine-learning-and-twitter-data-to-evaluate-the-public-opinion-of-the-delta-variant-and-the-vaccine-booster/>

- **Heyward, A.** (2021, July 16). E-Government and Artificial Intelligence as Interventions to Combat the COVID-19 Pandemic. *ASPA (American Society for Public Administration) PA (Public Administration) Times*. Retrieved from <https://patimes.org/e-government-and-artificial-intelligence-as-interventions-to-combat-the-covid-19-pandemic/>
- **Heyward, A.** (2021, April 15). Using Machine Learning to Evaluate Public Policy. *ASPA (American Society for Public Administration) PA (Public Administration) Times*. Retrieved from <https://patimes.org/using-machine-learning-to-evaluate-public-policy/>
- **Heyward, A.** (2021, January 13). Street-Level Bureaucracy in the COVID-19 Pandemic Era. *ASPA (American Society for Public Administration) PA (Public Administration) Times*. Retrieved from <https://patimes.org/street-level-bureaucracy-in-the-covid-19-pandemic-era/>

OTHER PUBLICATIONS

- **Heyward, A.** (August 2017). Metrics-Driven Funding Programs: What Does the Data Show? *NCURA Magazine, Volume XLIX, (No. 4), Pages 38-40.*
- **Heyward, A.** (December 2016). Developing and Implementing an Audit Program Model in the Uniform Guidance Era. *NCURA Magazine, Volume XLVIII, (No. 6), Pages 4-6.*
- **Heyward, A.** (November 2014). Designing and Implementing Service-Delivery Models in Research Administration. *NCURA Magazine, Volume XLVI, (No. 5), Pages 58-60.*
- **Smith, J., Heyward, A.** (May 2014). Evolution and Future of Research Administration: Disruptors, Black Swans, and Wicked Problems, Oh My! *NCURA Magazine, Volume XLVI, (No. 3), Pages 21-23.*

HONORS AND AWARDS

- **Riley Institute Diversity Fellow**, Furman University, June 2017
- **Inaugural Outstanding Research Administration Alumna of the Year**, University of Central Florida, May 2014
- **Financial Management Committee Service Recognition**, NCURA (National Council of University Research Administrators), December 2013
- **Master of Research Administration Inaugural Class of 2013 Recognition**, University of Central Florida, August 2013
- **Certificate in Research Administration**, University of South Carolina, February 2011

CITI TRAINING

- CITI Institutional Review Board (IRB) Basic – November 2019 - present
- CITI Responsible Conduct of Research in Social and Behavioral Science - April 2012 - present
- CITI Human Subjects Research in Social and Behavioral Science - January 2012 - present

PROFESSIONAL DEVELOPMENT

Elsevier Researcher's Academy

Funding

- How to Secure Funding – Early Career Researcher Edition (June 2020)
- Funding Hacks for Researchers (June 2020)
- Successful Research Grant Applications – Getting It Right (June 2020)
- Discover How Metrics Can Boost Funding and Networking Opportunities (June 2020)

Research Data Management

- How to Conduct Evidence-Based Research (June 2020)
- How to Manage and Publish Your Research Data (June 2020)
- How Researchers Store, Share, and Use Data (June 2020)
- Creating a Good Research Data Management Plan (June 2020)
- How Researchers Benefit from Citing Data (June 2020)

Fundamentals of Publishing

- 10 Reasons to Get and Use an ORCID ID (October 2020)
- The Journal Publishing Cycle (October 2020)
- Making Sense of Science Stories (October 2020)
- The Origins of Scientific Publishing (October 2020)
- Gender Bias in Academic Publishing (October 2020)

Finding the Right Journal

- A Guide to Journal Citation Metrics (October 2020)
- How to Identify the Right Journal to Publish In (November 2020)

Open Science

- How to Leverage Open Hardware to Improve Your Research (October 2020)
- Publishing Open Access (November 2020)

Ethics

- Plagiarism – Decision Making and Dealing with Grey-Zones Across Academic Fields (October 2020)

Fundamentals of Peer Review

- Diversity of Peer Review (November 2020)

Health Resources and Services Administration (HRSA) – Division of Independent Review (DIR)

HRSA DIR Reviewer Training (June 2017)
HRSA DIR Reviewer Training (March 2018)
HRSA DIR Reviewer Training (June 2018)
HRSA DIR Reviewer Training (September 2018)
HRSA DIR Reviewer Training (January 2019)

HRSA DIR Reviewer Training (June 2019)
HRSA DIR Reviewer Training (February 2020)
HRSA DIR Reviewer Training (October 2020)
HRSA DIR Reviewer Training (November 2021)
HRSA DIR Reviewer Training (May 2022)

LinkedIn Learning

SPSS for Academic Research
Designing Big Data Healthcare Studies Part I
R Statistics Essential Training
Learning Data Science: Understanding the Basics
Statistics Foundations: 3
Learning R
Big Data Foundations: Techniques and Concepts
Data Science Foundations: Data Mining
Data Wrangling in R
Cleaning Bad Data in R

SPSS Statistics Essential Training
Designing Big Data Healthcare Studies Part II
Statistics Foundations: 2
Data Science of Healthcare, Medicine, and Public Health
R Programming in Data Science: Setup and Start
Data Science of Government and Political Science
Data Science Foundations: Fundamentals
Data Visualization in R with ggplot2
Learning the R Tidyverse
Artificial Intelligence Foundations: Thinking Machines

Artificial Intelligence Foundations: Machine Learning Artificial Intelligence Foundations: Neural Networks
Big Data in the Age of AI Machine Learning and AI Foundations: Decision Trees
Machine Learning and AI: Advanced Decision Trees Processing Text With R Essential Training
Machine Learning and AI Foundations: Classification Modeling

SC Department of Health and Environmental Control (SC DHEC)

Introduction to Supervision The Practical Coach
Personnel Practices (18 Contact Hours) Coaching: Interacting with Employees and Peers

University of South Carolina (USC)

National Institutes of Health (NIH) Overview National Science Foundation (NSF) Overview
National Institutes of Health (NIH) Peer Review Human Subjects and Animal Care