

DEBRA BORIE-HOLTZ, Ph.D.

The Edward J. Bloustein School of Planning and Public Policy Rutgers,
The State University of New Jersey

33 Livingston Avenue, Room 256
New Brunswick, NJ 08901
dbholtz@ejb.rutgers.edu

Office: 848-932-2968
Fax: 732-932-2252
Cell: 856-906-6554

EDUCATION

Doctor of Philosophy in Planning and Public Policy January 2011
Edward J. Bloustein School of Planning and Public Policy, Rutgers University

Dissertation:

Breaking through the Glass Ceiling: Only to Get Stuck in the Rafters
A Study of Gendered Legislative Leadership in the 50 State Politics

Doctoral Committee: Dr. Alan Rosenthal, Chair, Rutgers University; Dr. Henry Coleman, Rutgers University; Dr. Jocelyn Crowley, Rutgers University; Dr. Cliff Zukin, Rutgers University; Dr. Kira Sanbonmatsu, (Department of Political Science) Rutgers University

Master of Public Affairs and Politics May 2006
Edward J. Bloustein School of Planning and Public Policy, Rutgers University

Bachelor of Arts, Journalism and Political Science May 1981
Rutgers State University, New Brunswick, NJ

ACADEMIC APPOINTMENTS

ASSISTANT TEACHING PROFESSOR/INSTRUCTOR, New Brunswick, NJ 2011-Present
Bloustein School of Planning and Public Policy, Rutgers

Principles of Public Policy
Principles of Public Policy Hybrid
Research Methods
Research Methods Hybrid & Online
Introduction to Planning, Public Policy and Public Health Hybrid
Research in the Disciplines: Science and Politics
Public Policy Methods I (graduate course)
Public Policy Formation (graduate course)
Survey Research (graduate course)

PART-TIME LECTURER, New Brunswick, New Jersey 2007-2010
Bloustein School of Planning and Public Policy, Rutgers

Principles of Public Policy
Research Methods
Research Methods Online
Methods I (graduate level)

TEACHING ASSISTANT, New Brunswick, New Jersey 2008-2010
 Bloustein School of Planning and Public Policy, Rutgers
Principles of Public Health
Research Methods
Methods 1(graduate course)

PART-TIME LECTURER, New Brunswick, New Jersey 2006-2014
 SAS, English Department, Rutgers
Hybrid Research in the Disciplines: The Environment
Research in the Disciplines: The Environment
Expository Writing
Hybrid Expos

ADJUNCT PROFESSOR, South Orange New Jersey 2009-2010
 Department of Public & Healthcare Administration, MHA & MPA, Seton Hall
Research Methods and Statistical Analysis (graduate level)
Hybrid Research Methods and Statistical Analysis (graduate level)

RESEARCH, PRESENTATIONS & PUBLICATIONS

PEER REVIEWED BOOK

The Politics of Regulatory Reform. Shapiro, S. and Borie-Holtz, D. October 2013. New York. Routledge Publishers.

CHAPTERS IN BOOKS OR MONOGRAPHS

“Sampling in Disaster and Emergency Management Research.” Borie-Holtz, D. and Koning, A. Forthcoming (2021) in *Research Methods of Disaster and Emergency Management: Social Science Approaches in Application*, edited by Jason Rivera. Routledge.

ARTICLES IN REFEREED JOURNALS

“Small Business Response to Regulation: Incorporating A Behavioral Perspective.” Shapiro, S. and Borie-Holtz, D. (2020). Submitted to *Business and Politics* for review.

“Bringing the Heat Home: Television Spots about Local Impacts Reduce Global Warming Denialism.” Romero-Canyas, R., Larson-Konar, D., Redlawsk, D. P., Borie-Holtz, D., Gaby, K., Langer, S., & Schneider, B. *Environmental Communication*, 1-21 (2018).

“Exploring the Relationship Between Regulatory Reform in the States and State Regulatory Output.” 2014: Shapiro, S. and Borie-Holtz, D. (2014). *Case Western Reserve Law Review*, 64.

ARTICLES IN NON-REFEREED OR GENERAL JOURNALS

“Regulatory Reform: Retrospective Review in Four States.” Shapiro, S., Borie-Holtz, D. and Markey, I. *Regulation*, 39(1), 32-35 (2016).

“Why Regulatory Reform?” Shapiro, S. and Borie-Holtz, D. Spring 2014. *Regulation*, 37(2), 3-5.

“Lessons from New Jersey” Shapiro, S. and Borie-Holtz, D. Spring 2011. *Regulation*, 34(1), 14-19.

ELECTRONIC PUBLICATIONS, NON-REFEREED

“Don’t believe the polls - just vote.” [Opinion Contributor]. The Hill. Borie-Holtz, D. (November 6, 2018). Retrieved from <https://thehill.com/opinion/campaign/414931-dont-believe-the-polls-just-vote>.

“The Politics of Regulatory Reform.” Shapiro, S. and Borie-Holtz, D. (October 2013). *RegBlog*, University of Pennsylvania School of Law, “Top 50” posts in 2013.

“Does Process Matter: Regulatory and Regulatory Output in the States.” (Working Paper). Shapiro, S. and Borie-Holtz, D. (2011). New York: Institute for Policy Integrity, New York University School of Law, pp.17. Retrieved from <http://policyintegrity.org/publications/filter/working-papers/P5/>.

“In the Regulatory Weeds of the Garden State: Lessons from New Jersey’s Legislative Process.” Borie-Holtz, D. and Shapiro, S. (August 2009). Institute for Policy Integrity, New York University School of Law. https://policyintegrity.org/files/publications/Does_Process_Matter.pdf

SCHOLARSHIP OTHER

“The New Brunswick Tomorrow Community Survey.” Koning, A. and Borie-Holtz, D. (2016). Eagleton Center for Public Interest Polling. Forthcoming 2021 (20th Installment).

“How Businesses Experience Regulations.” (Working Paper Series). Shapiro, S. and Borie-Holtz, D. (2018). McCombs School of Business, The University of Texas at Austin.

“New Jersey Commission on the Blind Study and Visually Impaired (CBVI) Customer Satisfaction Survey, 2017.” McKim, L., Borie-Holtz, D. and Koning, A. Eagleton Center for Public Interest Polling.

“Newark Police Division Consent Decree 2016-2017 Community Probability Survey Final Report, (2nd Quarter Report, Appendix B, pg.76-383).” Koning, A. and Borie-Holtz, D. (2017). Retrieved from the Newark Police Department Independent Monitor website: <https://www.newarkpdmmonitor.com/wp-content/uploads/2017/10/Monitoring-Team-Second-Quarterly-Report.pdf>

“The New Brunswick Tomorrow Community Survey, 2016 (19th Installment).” Koning, A. and Borie-Holtz, D. (2016). Retrieved from the Eagleton Center for Public Interest Polling website: eagletonpoll.rutgers.edu/new-wp/wp-content/uploads/2019/08/NBT-2016-Survey-Report-Part-I.pdf

“Trying to Float in a Sea of Regulation: Perception and Reality About Regulatory Overload”. Borie-Holtz, D. and Shapiro, S. (September 15, 2014). Available at SSRN: <https://ssrn.com/abstract=2496436> or <http://dx.doi.org/10.2139/ssrn.2496436>

“The New Brunswick Tomorrow Community Survey, 2012 (18th Installment).” Redlawsk, David, Koning, A., Borie-Holtz, D. & McKim, L. (2012). Retrieved from the Eagleton Center for Public Interest Polling website: <http://eagletonpoll.rutgers.edu/new-brunswick-tomorrow-community-survey/>

“Regulatory Reform in the States: Lessons from New Jersey.” Shapiro, S. and D. Borie-Holtz. (2011). Borie-Holtz, Debra and Shapiro, Stuart. (September 15, 2014). Available at SSRN: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1794172#

“No End in Sight: The Agony of Prolonged Unemployment.” Borie-Holtz, D., Zukin, C & Van Horn, C. May, 2010. *John J. Heldrich Center for Workforce Development*, Rutgers University.

“In the Regulatory Weeds of the Garden State: Lessons from New Jersey’s Legislative Process.” Borie-Holtz, D. and Shapiro, S. August 2009. *Institute for Policy Integrity*, New York University School of Law.

“Breaking through the glass ceiling: only to get stuck in the rafters: a study of gendered legislative leadership in the 50 states.” Borie-Holtz, D. A. (2011). Doctoral dissertation, Rutgers University-Graduate School-New Brunswick.

CONFERENCE PAPERS AND PRESENTATIONS

Borie-Holtz, D. May 2020. "Is the Female Elected Class Different from their Predecessor?" Forthcoming presentation at American Association for Public Opinion Research (AAPOR) 75th Annual Conference, Atlanta, Ga.

Borie-Holtz, D. May 2020. "Estimating Likely Voters During Surge Electoral Cycles." Forthcoming presentation at American Association for Public Opinion Research (AAPOR) 75th Annual Conference, Atlanta, Ga.

Borie-Holtz, Debra and Koning, Ashley. May 2017. “‘Shy’ Presidential Voter: Are Voters More Willing to be Polled Online (and Tell Us the Truth)?” Presented at American Association for Public Opinion Research (AAPOR) Annual Conference, New Orleans, LA.

Koning, Ashley and Borie-Holtz, Debra. May 2017. “The Socially Desirable Voter? A Multi-Mode Exploration of Race and Gender of Interviewer Effects in the 2016 Presidential Election.” Presented at American Association for Public Opinion Research (AAPOR) Annual Conference, New Orleans, LA.

Borie-Holtz, Debra and Shapiro, Stuart. May 2015. “Regulatory Reform: Retrospective in Four States.” Presented at Association for Public Policy Analysis & Management (APPAM) Annual Conference, Miami, FL.

Borie-Holtz, Debra and Shapiro, Stuart. May 2014. "Drowning In a Sea of Regulation: Perception or Reality and the Policy Implications of Finding the Truth." Presented at American Association for Public Opinion Research (AAPOR) Annual Conference, Anaheim, CA.

Borie-Holtz, Debra and Shapiro, Stuart. May 2013. "Seeing Red: The Perceived or Real Effects of State Regulations." Presented at American Association for Public Opinion Research (AAPOR) Annual Conference, Boston, MA.

Borie-Holtz, D. January 2011. "Breaking Through the Glass Ceiling: A Grounded Theory Study of Gendered Leadership in the New Jersey Legislature." Presented at the Southern Political Science Association (SPSA) Annual Conference, New Orleans, LA.

Borie-Holtz, Debra and Shapiro, Stuart. November 2011. "Does Process Matter: Regulatory Procedure and Regulatory Outcomes in the States." Presented at Association for Public Policy Analysis & Management (APPAM) Annual Conference, Washington, DC.

Borie-Holtz, Debra. May 2011. "Exploring the Attitudes, Styles & Policy Preferences of Top Legislative Leaders in the 50 States." Presented at American Association for Public Opinion Research (AAPOR) Annual Conference, Phoenix, AZ.

Borie-Holtz, Debra and Shapiro, Stuart. November 2010. "Does Process Matter: Regulatory Procedure and Regulatory Outcomes in the States." Presented at Association for Public Policy Analysis & Management (APPAM) Annual Conference, Boston, MA.

Borie-Holtz, Debra and Zukin, Cliff. November 2010. "No End in Sight: The Agony of Prolonged Unemployment." Presented at American Association for Public Opinion Research (AAPOR) Annual Conference, Chicago, IL.

Borie-Holtz, D. and Shapiro, S. November 2010. "Does Process Matter: Regulatory Procedure and Regulatory Outcomes in the States." Presented at Association for Public Policy Analysis & Management (APPAM) Annual Conference, Boston, MA.

Borie-Holtz, D, April 2009. "Structural Barriers to Top Leadership in the 50 States." First Annual Krueckeberg Doctoral Conference In Planning And Public Policy, Edward J. Bloustein School of Planning and Public Policy, Rutgers-New Brunswick, NJ.

Shapiro, Stuart and Borie-Holtz, Debra. October 2009. "The Use of Benefit-Cost Analysis in Four States." Presented at Annual Conference and Meeting of the Society for Benefit-Cost Analysis, Washington, DC.

Borie-Holtz, Debra. January 2007. "Breaking Through the Glass Ceiling: A Grounded Theory Study of Gendered Leadership in the New Jersey Legislature." Presented at the Southern Political Science Association (SPSA) Annual Conference, New Orleans, LA.

INVITED SEMINARS, COLLOQUA, ROUNDTABLES, GOVERNMENTAL PROCEEDINGS

"Measuring the Use of Behavioral Economics to Justify Regulation," Presented at Public Administration Review (PAR) Symposium on Behavioral Approaches to Bureaucratic Red Tape and Administrative Burden, George Washington University, Washington, DC, May 2018.

Testimony on regulatory reform in the states, Pennsylvania House State Government Committee, Harrisburg, PA (March 2013).

Speaker, PA Office of the General Council, Transaction Practice Group, Harrisburg, PA, August 2013.

Panelist, Rate the Media's Presidential Campaign Coverage, Politics on The Public Mind, Fairleigh Dickinson University, Madison, NJ, October 2008.

Panelist, Women, Work & The Economy, Forum on Women's Issues in the 2008 Presidential Campaign, Center for Women and Work, Center for American Women and Politics and Hall Institute of Public Policy – New Brunswick, NJ, September 2007.

PA House State Government Committee, Invited to testify as subject matter expert on regulatory reform in the states, March 2013.

First Annual Krueckeberg Doctoral Conference In Planning And Public Policy, Sponsored by the Edward J. Bloustein School of Planning and Public Policy, April 2009.

- Presented paper on “Structural Barriers to Top Leadership in the 50 States”.

Politics On The Publicmind, Sponsored By Fairleigh Dickinson University, October 2008.

- Served as a forum panelist discussing “Rate the Media's Presidential Campaign Coverage”.

Women, Work & The Economy: A Forum on Women's Issues in the 2008 Presidential Campaign, Sponsored by Rutgers Center for Women and Work, Center for American Women and Politics and Hall Institute of Public Policy – NJ, September 2007.

- Served as a panelist on issues of women, work and the economy for the 2008 presidential election.

Spring 2007 Doctoral Mini-Conference: Sponsored by the Edward J. Bloustein School of Planning and Public Policy, March 2007.

- Presented paper entitled “Breaking through the Glass Ceiling: Only to Get Stuck in the Rafters”.

PROFESSIONAL ASSOCIATIONS AND SERVICE ACTIVITIES

AFFILIATIONS

Member, American Association for Public Opinion Research

Member, Association of American Survey Research Organizations

Member, Association for Public Policy Analysis & Management

Former Member, Society of Professional Journalists

Institutional Affiliate, Association of Academic Survey Research Organizations

UNIVERSITY SERVICE

Member, Bloustein Teaching Evaluation and Mentoring (TEAM) project that is part of a Rutgers-New Brunswick initiative to improve teaching evaluations, 2017-2018

Member, Bloustein School of Planning and Public Policy, Bloustein Faculty Work-Life Committee, Independent Study and Honors Course Curriculum Committee, Undergraduate Program, 2016.

Member, Bloustein School of Planning and Public Policy CEPH Undergraduate Accreditation Committee and Evaluations for Bachelor of Science degree and major in Public Health, September 2014-2018.

Member, Bloustein School of Planning and Public Policy AASRO Host Committee for 2015 Annual Conference; Chair, Content Development and Program Coordinator, 2015.

Member, Bloustein School of Planning and Public Policy Dean's Evaluation Committee James Hughes on behalf of Executive Vice President and Interim Chancellor Richard L. Edwards, December 2013 – 2014

Member, Accreditation On-Site Review Team, Seton Hall University, Department of Public Healthcare Administration, Spring 2010.

PROFESSIONAL SERVICE

Reviewer, Public Finance Review, 2014
Reviewer, Sage Publications, 2013

GENERAL ADVISING

Aresty Research Assistant Program

Aresty Research Assistant Faculty Advisor, Helena Economikos, Class of 2015, AY 2014-15

Senior Honors Capstone Thesis Advisor

Bloustein School of Planning and Public Policy Capstone Advisor, Kelly Dewees, Class of 2017, AY 2016-17

Bloustein School of Planning and Public Policy Capstone Advisor, Madeline Kenny, Class of 2015, AY 2014-15

FIGS Advisor

FIGS (Freshmen Interest Group Seminar) Faculty Mentor, Harini Kidambi Class of 2012, Fall 2011

Intern Preceptor

Bloustein School of Planning and Public Policy Intern Preceptor, AAPOR Presentation, Alyssa Desai, Class of 2020, Spring20

Bloustein School of Planning and Public Policy Intern Preceptor, Duke Farms, Shealynn O'Toole, Class of 2019, Spring19

Bloustein School of Planning and Public Policy Intern Preceptor, Marya Mehdi, Class of 2017, Spring17

Bloustein School of Planning and Public Policy Intern Preceptor, Andrew (Max) Natanagara, Class of 2018, Spring17

Bloustein School of Planning and Public Policy Intern Preceptor, Gina Rhim, Class of 2016, Spring16

Bloustein School of Planning and Public Policy Intern Preceptor, Victor Arroya, Class of 2016, Spring16

Bloustein School of Planning and Public Policy Intern Preceptor, Luz Maria Diaz, Class of 2016, Spring16

Bloustein School of Planning and Public Policy Intern Preceptor, Aalok Mehta, Class of 2016, Spring16

Bloustein School of Planning and Public Policy Intern Preceptor, Faisal Hossain, Class of 2016, Spring16

Bloustein School of Planning and Public Policy Intern Preceptor, Nikki Parekh, Class of 2015, Spring15

Bloustein School of Planning and Public Policy Intern Preceptor, Dianna Kissi, Class of 2013, Spring13

Bloustein School of Planning and Public Policy Intern Preceptor, Sandra Session, Class of 2013, Spring13

Bloustein School of Planning and Public Policy Intern Preceptor, Juan Rodriquez, Class of 2013, 2012-13

Bloustein School of Planning and Public Policy Intern Preceptor, Joseph Rua, Class of 2013, CY 2012

Bloustein School of Planning and Public Policy Intern Preceptor, Sukh Singh, Class of 2012, Summer 2012

Bloustein School of Planning and Public Policy Intern Preceptor, Eden De Chavez, Class of 2012, Summer 2012

Bloustein School of Planning and Public Policy Intern Preceptor, Sufia Nasser, Class of 2012, Spring 2012

Independent Study Advisor

Bloustein School of Planning and Public Policy Independent Study Advisor, Bancroft Participatory Observational Study, Graduate Student, Kelly Palomba, Class of 2018, Spring18

Bloustein School of Planning and Public Policy Independent Study Advisor, Graduate Student, Adam Sherman, Class of 2016, Spring16

Bloustein School of Planning and Public Policy Independent Study Advisor, Juan Rodriquez, Class of 2013, Spring13

Bloustein School of Planning and Public Policy Independent Study Advisor, Kelly Palomba, Class of 2015, Spring13

Bloustein School of Planning and Public Policy Independent Study Advisor, Michael Wong, Class of 2013, 2012-13

Bloustein School of Planning and Public Policy Independent Study Advisor, Harini Kidambi, Class of 2012, Spring12

PROFESSIONAL EXPERIENCE

NEW JERSEY LEGISLATURE, Trenton, New Jersey 2001-2004
Chief of Staff & Political Consultant, NJ Senate/NJ Assembly Members

Served as Chief of Staff during the members' inaugural legislative sessions. Oversaw development of public policy proposals, legislative strategies, constituent services, community outreach, and media relations. Responsibilities included researching and writing policy papers on a broad array of topics, directing the staff operations of members' committee leadership positions and general assignments; integrating marketing communication deliverables from direct mail, telecommunications, free press to advertising in order to build and maintain name recognition; developing and implementing successful re-election strategy for 2003. Supervised a 15-person staff in multi-county district offices.

Initially joined the political team of the three non-incumbent legislative candidates eight weeks prior to Election Day where the challenger trailed the 28-year incumbent by 20 points. Coordinated a \$4 million campaign budget with a 20-person political staff. Assumed lead responsibilities for direct mail, opposition research, targeting, polling, vote analyses as well as all field operations leading to upset victories.

- Legislative Initiatives– Combined strategic political contacts, media relations, grassroots organization and institutional knowledge to win passage and enactment of more laws than any other non-leadership district team in the state or any freshmen legislative team in over 30 years.
- Grant Management – Guided the grant and state aid processes for 40 plus municipalities and three counties netting in excess of \$1 billion in awards for local governments and community organizations in the district.
- Media Coverage – Coordinated legislators’ media relations in New Jersey, New York and Philadelphia media outlets and regional trade publications. Placement included coverage in *PEOPLE Magazine*, *The New York Times*, *The Newark Star Ledger*, CNN, *Philadelphia Inquirer*, Associated Press, MSNBC as well as network television affiliates. More than 2000 print articles and editorials appeared in the state’s daily newspapers.
- Campaign Strategy – Developed and deployed political strategies and tactics to secure re-election for the district team by more than a two-fold margin.

USDA, FARM SERVICE AGENCY, Bordentown, New Jersey
State Executive Director

1994–1999

As a Presidential appointee, administered the state operations of a major United States Department of Agriculture agency responsible for delivering commodity, credit, risk management, disaster and conservation programs designed to improve the economic stability of agriculture and enhance air and water quality. Steered all external and internal communications with state and federal government officials, third party constituency groups, the media, stakeholders and customers. Controlled an operations budget in excess of \$2 million, a \$50 million program budget and supervised a team of 20 specialists.

Reported directly to USDA administrators in WDC and a state appointed board of agricultural producers. Responsible for interpreting and implementing federal policies and disseminating new policy guidelines and procedural directives to employees, customers and stakeholders. Presided over hearings for employee and customer complaints through formal processes, mediation and negotiated contracts in compliance with the Equal Opportunity and Civil Rights Act.

- Reorganization & Streamlining – Mapped out and executed a successful intradepartmental reorganization plan assuming control of two diverse program portfolios. Transitioned a unionized workforce into a unionized shop through a successor’s agreement. First state in the nation to successfully implement one-stop customer service centers generating an overall cost savings to the agency while improving program delivery.
- Fiscal Accountability – Implemented new Congressional mandates which dramatically restructured national disaster relief program and imposed stricter payment eligibility and crop loss documentation requirements.
- Joint Federal-State Partnership - Leveraged millions of dollars in state and federal conservation programs to increase the pool of eligible producers and fundable conservation practices in the state. Worked to revamp state grant program to piggyback federal benefits and eligibility criteria enabling producers and agricultural landowners to submit one streamlined application, eliminating duplicate benefits and increasing the number and scope of fundable projects.
- Labor Relations – Established the first state Partnership Council in the Farm Service Agency to improve labor relations following multi-agency reorganization. First Council in the nation to include all-sector employees: bargaining and non-bargaining unit

representatives, non-federal county employees and management.

- Reengineering Government – Served as management representative on Secretary of Agriculture’s business reengineering mandate designed to restructure administrative processes and save USDA more than \$80 million annually. Also served as Secretary of Agriculture’s management representative on the Labor-Management Administrative Convergence Team directed to merge three departmental agencies’ processes.

NEW JERSEY DEPARTMENT OF STATE, Trenton, New Jersey 1992 - 1994
Assistant Secretary of State

As a subcabinet member, served as the Governor’s policy advisor on key Administration issues ranging from education finance, energy and environment, insurance and election law regulations, ethics and campaign finance reform. Served as a chief legislative negotiator between the Governor and the Speaker and Senate President on Administration policies.

Managed the operations of the Department of State including the Divisions of Elections, Commercial Recording and State Archives, as well as the Council on the Arts, NJ State Museum, NJ Historic Society and the Martin Luther King Commission. Oversaw a staff of 300 employees and an annual budget of \$19 million.

- Negotiator and Advisor – Forged an agreement with the Republican controlled NJ legislature to secure passage of a \$1 billion statewide public education finance measure. Advised the Governor and Cabinet on the formulation and implementation of an unprecedented government ethics and campaign finance reform package.
- Crisis/Reputation Management – Devised and orchestrated a successful multi-faceted news media and government relations strategy to turn around the department’s negative public image in the wake of an unverified and critical audit released during its sensitive and adversarial budget review process.
- Administration Spokesperson – Served as spokesperson for the Administration on key policy initiatives and delivered speeches on behalf of the Governor before a variety of audiences. Professionally handled media responses on sensitive topics ranging from education finance to major governmental reforms.
- Fiscal Management – Secured unanimous legislative and customer support to establish a million dollar dedicated revenue stream to offset a 50 percent loss in state funding and overt widespread layoffs. Formulated a plan to downsize the department’s budget by 25 percent and save \$1.75 million through consolidation and enhanced records management.
- Program Delivery and Grant Management – Implemented statewide motor voter law which increased voter registration filings by 172 percent with no new costs to the election agency. Executed implementation and compliance of Division of Elections’ adherence to federal mandates requiring poll accessibility for the elderly and handicapped. Drafted comprehensive regulatory guidelines governing electronic voting equipment. Modernized grant making procedures of the NJ Historic Commission and Martin Luther King, Jr. Commission.

NJ SENATE MAJORITY LEADER, Trenton, New Jersey
Chief of Staff

1981 –1992

Directed the legislative and district operations of the NJ Senate Majority Leader. Duties included: coordinating the agenda of the caucus, researching and drafting legislation and amendments on major policy initiatives; monitoring regulatory implementation of legislative

products by state agencies; press relations; constituent services; office budgeting and personnel; and speechwriting.

Directed the legislative committee agenda on behalf of the Chairman of the NJ Senate Energy and Environment Committee. Coordinated committee activities with Senate and Assembly leaders, members-at-large, Administration officials, lobbyists, non-profit organizations, stakeholders and constituents.

Managed all external and internal communications with non-partisan, partisan, and district staffs.

- National Firsts – Launched a strategic statewide legislative campaign to secure passage of major environmental laws such as the Worker and Community Right to Know Act and Freshwater Wetlands Act.
- Consensus Building - Lobbied special interest groups to secure consensus agreements on controversial measures such as NJ School Takeover Law, Enhanced Emergency Response Network Systems (9-1-1), Pollution Prevention Act and the NJ Clean Water Enforcement Act.

AWARDS

Ozzie and Jeanne Bloustein Fellowship in Public Policy, 2005-2006 Recipient
USDA Secretary's Honors Award – Business Process Reengineering, 1999

SKILLS

Special skills include proficiency in SPSS, STATA, ArcGIS, Atlas, Qualtrics, NVivo
Human Subjects Certification – 2006; CITI Certification – 2015, 2019.

COMMUNITY SERVICE

Southern Jersey Pines Adult Girl Scout Leader and Volunteer, 1999 - Present
Saint Mary's of the Lakes School Volunteer, 2000 – Present
Medford Recreational Association Soccer Coach, 2012
Habitat for Humanity, 2011 and 2019
Moorestown Friends Thrift Shop, 2008-2010