

BRIAN BALOGH

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Current Academic Employment

- **Compton Professor, Miller Center of Public Affairs and Corcoran Department of History, University of Virginia.**
- **Chair, National Fellowship Program, Miller Center of Public Affairs.**

Previous Academic Employment

- **Assistant Professor, Department of History, Harvard University.**
September, 1987 - July, 1991.

Education

- **The Johns Hopkins University.** Ph.D. in history, May, 1988.
- **Harvard College.** B.A. June, 1975. Graduated magna cum laude in government.

Publications

- *A Government Out of Sight: The Mystery of National Authority in Nineteenth-Century America.* (Cambridge University Press, 2009).
- *Integrating the Sixties: The Origins, Structure and Legacy of a Turbulent Decade,* editor (University Park, PA: Pennsylvania State University Press, 1996).
- *Chain Reaction: Expert Debate and Public Participation in American Commercial Nuclear Power, 1945-1975* (New York: Cambridge University Press, 1991).
- "'Keep Your Government Hands Off My Medicare:' A Prescription that Progressives Should Fill," *The Forum*: Vol. 7 : Iss. 4, Article 3 (2009).

- "Introduction: Directing Democracy," *A Legacy of Innovation: Governors and Public Policy, 1908-2008* (University of Pennsylvania Press, 2008).
- "Making Pluralism 'Great:' Beyond A *Recycled* History of the Great Society," Sidney Milkis, Jerry Mileur, eds., *The Great Society and the High Tide of Liberalism* (Amherst: University of Massachusetts Press, 2005): 145-182
- "'Mirrors of Desires:' Interest Groups, Elections and the Targeted Style in Twentieth Century America," Meg Jacobs, William Novak, and Julian Zelizer eds., *The Democratic Experiment* (Princeton: Princeton University Press, 2003): 222-249.
- "The State of the State Among Historians," *Social Science History* 27, no. 3 (fall 2003): 455-63.
- "Scientific Forestry and the Roots of the Modern American State: Gifford Pinchot's Path to Progressive Reform," *Environmental History*, 7, no. 2 (April, 2002): 198-225.
- "Making Democracy Work: A Brief History of Twentieth Century Executive Reorganization," with Joanna Grisinger and Philip Zelikow, (Miller Center of Public Affairs Working Paper, July, 2002).
- "From Metaphor to Quagmire: The Domestic Legacy of the Vietnam War," Charles Neu, ed., *After Vietnam: Legacies of a Lost War*, (Baltimore: The Johns Hopkins University Press, 2000), 24-55.
- "Introduction to Integrating the Sixties," *Journal of Policy History*, 8, no. 1, (1996): 1-33.
- "Reorganizing the Organizational Synthesis: Federal-Professional Relations in Modern America," *Studies in American Political Development*, 5, no. 1 (1991): 119-172.
- "Securing Support: The Emergence of the Social Security Board as a Political Actor, 1935-1939," in Ellis W. Hawley and Donald T. Critchlow, eds., *Federal Social Policy: The Historical Dimension* (University Park, PA: Pennsylvania State University Press, 1988), 55-78.
- "An Evolving Presidency," *Los Angeles Times*, Sunday Commentary, M1, August 2, 1998.

- "Reconsidering Elite Dead White Males," feature review of Hershberg, *James B. Conant, Diplomatic History*, 21, no. 1 (winter 1997): 149-157.
- Review, *The Road to Yucca Mountain: The Development of Radioactive Waste Policy in the United States*, J. Samuel Walker, *Technology and Culture*, 52, no. 2 (April, 2011): 417-18.
- Roundtable on Julian Zelizer, *Arsenal of Democracy*, *H-Policy*, March, 2010.
- book review of *The People's Lobby: Organizational Innovation and the Rise of Interest Group Politics in the United States, 1890-1925*, Elizabeth S. Clemens, *The American Historical Review*, 106, no. 4 (October 2001): 1382-3.
- "Agency Amidst the Agencies," book review of *American Science in an Age of Anxiety*, Jessica Wang, *Reviews in American History*, 28, no. 2 (June, 2000): 284-9.
- book review of *Forged Consensus: Science, Technology and Economic Policy in the United States*, David M. Hart, *Business History Review*, 74 (spring, 2000): 163.
- book review of *Mr. Kaiser Goes to Washington: The Rise of a Government Entrepreneur*, Stephen B. Adams, *Business History Review*, 72, no. 2 (summer, 1998): 353-5.
- book review of *The Life of Herbert Hoover: Master of Emergencies, 1917-1918*, George H. Nash, *Business History Review*, 71 (summer, 1997): 333-5.
- book review of *A Home of Another Kind: One Chicago Orphanage and the Tangle of Child Welfare*, Kenneth Cmiel, *Journal of American History*, 83, no. 4 (March, 1997): 1407-8.
- book review of *Grand Expectations: The United States, 1945-1974*, James T. Patterson, *Journal of Economic History*, 57, no. 2 (June, 1997): 562-4.
- book review of *Chester I. Barnard and the Guardians of the Managerial State*, William, G. Scott, in *Business History Review*, 68 (winter, 1994): 587-9.
- book review of *Containing the Atom: Nuclear Regulation in a Changing Environment, 1963-1971*, J. Samuel Walker, in *Business History Review*, 67, no. 4 (winter, 1993): 671-2.

- book review of *The Baseball Business: Pursuing Pennants and Profits in Baltimore*, James Miller, in the *Business History Review*, (winter, 1992): 970-1.
- book review of *Sandia National Laboratories: The Postwar Decade*, Necah Stewart Furman, in *The Western Historical Quarterly*, 22, no. 2 (May, 1991): 207-8.
- book review of *War and Peace in the Nuclear Age*, John Newhouse; *Looking the Tiger in the Eye: Confronting the Nuclear Threat*, Carl Feldbaum, and Ronald Bee; and *Atoms for Peace and War, 1953-1961: Eisenhower and the Atomic Energy Commission*, Richard Hewlett and Jack Holl, in *The Journal of American History*, 77, no. 3 (December 1990).
- book review of *Science and Corporate Strategy: Du Pont R & D, 1902-1980*, David A. Hounshell and John Kenly Smith, in *The Journal of Interdisciplinary History*, 20, no. 4 (spring 1990): 697-9.
- book review of *American Choices: Social Dilemmas and Public Policy Since 1960*, Robert H. Bremner, Gary W. Reichard, and Richard J. Hopkins, eds., in *The Public Historian*, 10, no. 4 (fall 1988): 102-4.

Grants/Awards

- National Endowment for Humanities Major Program Grant for *Backstory*, 2011.
- Visiting Fellow, Grey Towers, Gifford Pinchot Research Center, 2011.
- Z Society Distinguished Faculty Award, 2010 – 2011.
- National Endowment for Humanities Chairman's Grant, for *Backstory*, 2010.
- National Endowment for Humanities Development Grant, for *Backstory*, 2009.
- The Federation of State Humanities Councils Helen and Martin Schwartz Prize, given annually to the nation's three best humanities projects, for *Backstory*, 2008.
- Algernon Sydney Sullivan Award, 2008.
- Mayo Distinguished Teaching Award, 2005-2007.
- Woodrow Wilson International Center for Scholars, Fellowship, 1993-4.

- Mead Honored Faculty, The Mead Endowment at the University of Virginia, 2002.
- Office of African American Affairs, Mentor of the Year, 2000.
- Princeton University Library Fellowship, May, 1999.
- Harrison Fund Faculty Award, 1996.
- National Endowment for the Humanities, Travel Grant, 1992.
- Smithsonian Institution, Short Term Visitor, July, 1992.
- Truman Presidential Library, Research Grant, June, 1992, 1994.
- Forest History Society, Research Grant, 1992.
- Ada E. Leeke Research Grant, 1994.
- Bankard Fund for Political Economy, Research Grant, 1992.
- University of Virginia, Summer Research Grants 1992, 1993, 1995, 1996, 2002.
- National Endowment for the Humanities, Summer Stipend, 1990.
- Hoover Presidential Library Research Grant, 1989, 1999.
- American Association for State and Local History Grant, 1988.
- The Brookings Institution, graduate research fellowship, 1986.
- Teaching and Technology Initiative, University of Virginia, fellowship, 1996.
- University of Virginia Senate Faculty Teaching Grant, 1999.
- Innovative Teaching Fund Grant, Harvard University, 1990.

Conference Papers/Panels

- Comment, Symposium on the State, Remarque Institute, October, 2010.
- Comment, “A Rise to Globalism? Domestic Roots of United States Expansion, Society for History of American Foreign Relations, Madison, WI., June, 2010.
- Roundtable – Governing Out of Sight: An Enduring pattern of American Political Development, Policy History Conference, Columbus, OH, June 2010.
- Workshop, “Historians and the Media,” Organization of American Historians Annual Meeting, Washington, D.C., April, 2010.

- Book Panel: *A Government out of Sight*, with commentary by Alan Brinkley, Elisabeth Clemens and Rob Lieberman, Social Science History Annual Meeting, Long Beach, CA, November, 2009.
- “A Government out of Sight: The Mystery of National Authority in Nineteenth-Century America,” Annual Meeting of the American Political Science Association, September, 2009, Toronto
- “The Therapeutic Contribution to Policy Mindedness in Post-World War II America,” The Therapeutic Origins of Politics, Public Policy, and Citizenship in the post-1945 United States,” University of Oregon, May, 2009.
- “The Enduring Legacy of Nineteenth-Century Governance in the United States,” State and Citizen in British America and the Early United States, 1763-1865 Conference, Oxford University, April, 2009.
- “Starting Anew: Merit, Markets, and Management in Post-war America,” Starting from Scratch: Arts, Politics and Culture in the Immediate post-World War II Era Conference, Lyons, France, January, 2009.
- Organized “Has Polling Killed Democracy” Panel Discussion, Miller Center, April, 2008
- “A Government Out of Sight,” Policy History Conference, Charlottesville, VA, May, 2006.
- "The Strange Career of National Public Authority in Nineteenth Century America," Policy History Conference, St. Louis, May, 2004.
- "Reorganizing the Federal Government: Innovation or Desperation?" Organizing for Innovation Conference, The Johns Hopkins University, Baltimore, October, 2002.
- “Scientific Forestry and the Roots of the Modern American State: Gifford Pinchot’s Path to Progressive Reform,” American Society for Environmental History, Durham, North Carolina, March 2001.
- “Mirrors of Desires: Interest Groups, Elections and the Targeted Style Between the World Wars,” Annual meeting of the Organization of American Historians, Toronto, April 1999.

- "Using Congressional Sources," The Congressional Papers Conference, Portland, Maine, September 17, 1994.
- "Concluding Thoughts and New Directions," The Atomic West, 1942-1992: Federal Power and Regional Development Symposium, Seattle, Washington, September 25-27, 1992.
- "Administering Professional Agendas: Seaborg, Webb, and the Consolidation of the 'Proministrative' State," 1992 Annual Meeting of the Organization of American Historians.
- "Democratizing Expertise: State Building and the Progressive Legacy," 1989 Annual Meeting of the American Political Science Association.
- "Professionals and Power: Expertise in the Federal Government after 1945," 1989 Annual Meeting of the Organization of American Historians.
- "Experts Everywhere: Nuclear Reactor Safety, 1947-1973," 1987 Annual Meeting of the History of Science/SHOT.
- Chair, "The Life and Scholarship of Charles Tilly, Annual Meeting of the American Political Science Association, September, 2009, Toronto.
- Comment, Roundtable Discussion of "At the Crossroads: Congress and American Political Development," Congress and History Conference, Charlottesville, May, 2009.
- Chair/Comment, OAH Annual Meeting, "Bureaucracies in the Nineteenth Century: Government Agents, Clerks, and Indian Reformers, March, 2009."
- Chair and Comment
 - "Schools and State Building in Twentieth-Century America."
 - Tax and Welfare Policy and Politics in the United States, 1950 to the Present."
 - Who's Capturing Whom? Rethinking Public and Private Power in the Postwar Administrative State" (comment only).Policy History Conference, Clayton, Missouri, May, 2008.
- Comment, "Building the Modern American Legislative State, 1877-1932," Embedding Laws in the American State Conference, May 2008.

- Chair/Comment, Presidential Panel, “Social Science History and American Political Development: Criminal Justice Policy in Twentieth-Century America, Social Science History Conference, Chicago, November 2007.
- Roundtable Participant, “Learning from the ‘Other’: Convergences and Divergences Between History and Political Science,” Social Science History Conference, Chicago, November 2007.
- Chair/Comment, “Community, Space and Identity in the War on Poverty Panel,” War on Poverty Conference, Miller Center of Public Affairs, November 2007.
- Comment, “Administration and “The Democracy”: Administrative Law from Jackson to Lincoln, 1829-1861, Jerry Mashaw, Conference on Administrative Law and Regulatory Governance: The Historical Foundations of the Administrative State, Vanderbilt Law School, September 2007.
- Chair/Comment, "Science and Policy in the Cold War State," Policy History Conference, St. Louis, May 2004.
- Chair/Comment, "Shifting Expert Consensus in the 1970s," Policy History Conference, St. Louis, May 2004.
- Comment, "Antistatistism and the Emergence of the Modern Fiscal State," Policy History Conference, St. Louis, May 2004.
- Chair/Comment, State-of-the Field: Political History Organization of American Historians Annual Meeting, April 2003.
- Chair/Comment, "Tanks, Atoms, and Water: Federal Spending and the Social and Economic Impact on America's Rural Landscape," Organization of American Historians Annual Meeting, April 2002.
- Chair/Comment, “The Great Society and Programmatic Liberalism: Entitlements, Rights, and the Transformation of the Welfare State,” The Great Society: Then and Now Conference, The Miller Center of Public Affairs, November 2000.
- Chair/Comment “Bureaucratic Policymaking in the U.S.,” Policy History Conference, May 1999.

- Comment, "Social Sciences to Washington: The Social Environment, 1950 - Present," Policy History Conference, 1999.
- Chair, "When Reputation Meets Reality: Reevaluating the Kennedy Administration's Policies Towards the Developing World," Society for Historians of American Foreign Relations Annual Meeting, June 1996.
- Comment, "Rethinking American Exceptionalism: Comparative Perspectives on Post-War Public Policy," Organization of American Historians Annual Meeting, March 1996.
- Chair/Comment, "TVA and the Future," Society for the History of Technology Annual Meeting, October 1995.
- Comment, "The Federal Government and American History," American Documentary Editors Annual Meeting, October 1995.
- Chair/Comment, "Post-WWII American Political Culture and the Administrative State," Annual Meeting of the Social Science History Association, October 1994.
- Chair, "Social and Institutional Contours," session of The Changing Boundaries of Technological Knowledge Symposium, February 1993.
- Chair/Comment, "The New Deal State: Intervention and Transformation," 1992 Annual Meeting of the American Historical Association.
- Chair/Comment, "State Building in the Era of the New Deal," New England Historical Association Fall 1991 Meeting.

Invited Talks

- "A History of Taxes," with the American History Guys, Virginia Historical Society, May, 2010.
- "A Government out of Sight," Virginia Festival of the Book, March, 2010.
- "The Origins and Legacy of the Associative State in Modern America" History and Sociology of Science, University of Pennsylvania, February, 2010.

- “A Government Out of Sight: The Mystery of National Authority in Nineteenth-Century America,” presented at Oxford University, April, 2009; Boston University Political History Seminar, March, 2009; Ecole Des Hautes Etudes En Sciences Sociales, Paris, January, 2009; Miller Center Forum, April, 2009.
- “It’s the Network, Stupid: Barack Obama’s Digital Strategy, College Foundation Emeritus Society, University of Virginia, September, 2008.
- "Critical Juncture: Preserving American Political Development as a Multidisciplinary Field," Presented to the American Political Development Workshop, University of Chicago, December 2004.
- University of Texas, Austin, Department of History Workshop on Politics and History, "Interest Groups, Electoral Politics and Public Policy," March 2003.
- Columbia University, Institute for Social and Economic Research and Policy Twentieth-Century American Politics and Society Workshop, "Associative Action: The State in Late Nineteenth-Century America," April 2002.
- Lecture Series at the Ecole Des Hautes Etudes En Sciences Sociales, Paris, France, December 1999 - January 2000.
 - ❖ “Prelude to a Nation: State/Society Relations in Nineteenth Century America.”
 - ❖ “The Tangled Roots of Big Government in America: Gifford Pinchot and the Rise of the American Administrative State.”
 - ❖ “‘Mirrors of Desires’: The Role of Interest Groups in Democratizing Public Policy in Interwar America.”
 - ❖ Braking Big Government: Vietnam or the Evolution of the Proministrative State?”
- Southern California Colloquium in the History of Science, Medicine and Technology, University of California at Los Angeles, “A Better Informed Amateur Than the Others:’ Gifford Pinchot and the Professional Foundation of State Building,” April, 2000.

- John F. Kennedy School of Government, Harvard University, “Making and Braking ‘Big Government’: The Dialectic of State Expansion in the United States,” October, 1999.
- Albert Shaw Lecture, The Johns Hopkins University, “From Metaphor to Quagmire: The Domestic Legacy of the Vietnam War,” May 1, 1998.
- “How did we get Big Government?” Margaret Chase Smith Library, Skowheegan, Maine, May 15, 1998.
- "Congressional Papers, Use Them or Lose Them," Society of American Archivists Annual Meeting, September 1995.
- "Convincing Ourselves: The Political Authority of American Experts After World War II," Gettysburg College, October 28, 1994.
- "Selling Big Government: The Political Culture of State Building in 20th Century America," The Woodrow Wilson Center, July 18, 1994.
- "Mirrors of Desires: Markets, Interest Groups, and Political Constituencies Between the World Wars," The Seminar, The Johns Hopkins University, November 15, 1993.
- "Whose History Is It? Writing Reading and Owning History," Phi Alpha Theta History Honor Society, November 20, 1991.
- "Planting the Seeds of the Proministrative State: Gifford Pinchot and the Rise of Scientific Forestry," History Seminar in Modern American Science and Technology, Smithsonian Inst., June 20, 1991.

Television/Radio Talks

- Co-host (with Ed Ayers and Peter Onuf) of *Backstory with the American History Guys*, broadcast on over eight public radio stations, including NYC, San Francisco, Washington D.C., Atlanta, and Seattle.
- “The Exchange,” New Hampshire Public Radio, to discuss partisanship with Ed Ayers and Peter Onuf of *Backstory*, September, 2009.
- “Insight,” WMRA, to discuss *A Government out of Sight*,” WMRA, August, 2009.

- Multiple appearances on “Charlottesville Right Now,” WINA, 2009.
- Interview for the *Economist*, podcast December 2007.
- Comparing Vietnam and Iraq, Odyssey Radio, Chicago Public Radio, November 10, 2003.
- Interview for "The Unfinished Nation," September, 2002 (fall, 2004).
- "Public Participation in Science," for With Good Reason, The Virginia Higher Education Broadcasting Consortium, March, 1995.
- "Selling Big Government," for Dialogue, Public Radio International, July, 1994.
- "Knowing our Place: Challenges to Citizenship in a Technological Age," Massachusetts Foundation for the Humanities, Massachusetts Corporation for Educational Telecommunications, National Endowment for the Humanities, April 21, 1994.

Work in Progress

- *Between the Cycles: Essays on the Evolution of Twentieth-Century American Governance* (Politics and Culture in Modern America Series, University of Pennsylvania Press, 2012).
- *In the Nation's Backyard: How History Preserved Rural Life in Green Springs, 1970 to the Present.*
- *Building a Modern State: Gifford Pinchot and the Tangled Roots of Administration in the United States.*

Professional Service

- Co-edit (with Jonathan Zimmerman) series on American Institutions and Society for Cornell University Press.
- Founded and directed Miller Center National Fellowship Program (90 dissertations funded to date), 2000 – 2009.

- editorial board, *Journal of Policy History*, *Studies in American Political Development*.
- Co-Chair, Program Committee, Policy History Conference, Charlottesville, VA, 2012.
- manuscripts reviewed for Bedford St. Martin's Press, Blackwell Publishers, Cambridge University Press, The Johns Hopkins University Press, Harvard University Press, Oxford University Press, Princeton University Press, University of North Carolina Press, University of Wisconsin Press, *the Journal of American History*, *The Journal of Policy History*, *Studies in American Political Development*.
- Co-chair (with Sidney Milkis) Governing America in a Global Era Colloquia Series, 2002-2008.
- Chair, Ellis Hawley Book Prize, Organization of American Historians, 2007.
- *Journal of Policy History* Ellis Hawley Prize committee for the best article published by a senior scholar in a two year period, 2007-8.
- Faculty Fellow, Institute for Advanced Studies in Culture, 2007, 2008.
- constructed a web-based course entitled "Viewing America, 1945 to the Present" and adapted it for use by faculty at Piedmont Virginia Community College.
- Mentor, for Post-doctoral fellow, Clements Center for Southwest Studies, 2006.
- founded the American Political History Initiative, May, 2000 and served as APHI coordinator for two years.
- started the American Political Development web site:
<http://www.americanpoliticaldevelopment.org/>
- Chair, *Journal of Policy History* Ellis Hawley Prize for the best article published by a senior scholar in a two-year period, 2001, served on committee, 2008.
- program committee of the Organization of American Historians, 1997 annual meeting.

University of Virginia Service

- Department of History promotion to professor committee, 2009.
- Department of History Self-Study Committee, 2009-10.
- Selection Committee, Jefferson Public Citizen Program, 2010.
- Office of University Community Partnerships Advisory Committee, 2009-2011.
- Book talk alumni in Baltimore for the Development Office, Dean of Arts and Sciences, May, 2009.
- Chaired the Digital Class Room Initiative, an effort by five professors to deploy digital technology to improve teaching. The initiative grew out of my service as Mayo Distinguished Teaching Chair and was funded by James Hilton, Vice President for information Technology, 2008-9.
- Co-Chair, Community Engagement Subcommittee, Public Service Advisory Board, Vice President for Student Affairs, 2008-9.
- Jefferson Public Citizen Executive Implementation Team, Office of the Provost, 2008-9.
- Admissions Committee, Batten school, 2009.
- Sample Class, Echols Scholarship Program, 2009.
- Chair, Promotion and Expectation of Continuing Employment Committee for Miller Center Assistant Professor, 2007.
- Search Committee, Assistant to the Vice Provost for Faculty Advancement, 2007.
- Organized and funded a “digital dinner” which brought together twenty-five faculty members, the director of the ITC and the associate provost for academic affairs to discuss ways to increase the use of digital resources in the class room. October, 2007.
- Reader, Harrison Award applications, 2007, 2008.
- Search Committee, Director of the Center for Undergraduate Excellence, Office of the Associate Provost, 2007.

- Search Committee for Assistant Professor of Twentieth-Century U.S. History, 2006.
- Chair, Subcommittee on Equity and Welfare, Department of Athletics NCAA Ten Year Recertification, 2006.
- Co-Chair, subcommittee on improving recruitment, retention and the climate for diversity, President's Commission on Diversity and Equity, 2003-4.
- Founded and direct the Jefferson Scholar Public Service Fellows Program at the Miller Center of Public Affairs, 2004 – 2008.
- Co-Chair, Public Outreach Committee, Miller Center of Public Affairs, 2004.
- Advisory Committee for Americanpresident.org, 2002 – 2003.
- Advisory Committee for the Jefferson Scholars Graduate Fellowships, 2002.
- Mentor, University Teaching Fellows Program (for Paul Halliday), 2002.
- Provost's Committee for Faculty Technology Issues, 2002.
- Chair, search for twentieth-century U.S. history (search cancelled), 2002.
- Review Committee for the Institute of Public Affairs, 2001-2002.
- Provost's Research Computing Task Force, 2000-2001.
- Provost's Faculty Information Technology Skills Task Force, 2000-2001.
- Advisory Committee, Explorations in Black Leadership (Darden School).
- University Library Committee, 1998 –2002.
- Vice President for Student Affairs, University Advisory Council, 2000-2001.
- Vice President for Student Affairs, International Students Committee, 2000-2001.
- Office of African American Affairs mentoring program, 1999-2002; 2007-9.
- Search Committee for assistant professor in media studies, 2000-2001.

- Teaching and Technology Initiative Fellowship Selection Committee, 2000.
- Miller Center Fellowship Program Selection Committee, 1999-2008 (chair, every other year).
- Environmental Literacy Advisory Group, 2000-2001.
- Department of History Equal Opportunities officer, 2000-2003.
- Department of History tenure review committee, 2000.
- Founding member, Committee for the History of Technology and the Environment.
- Media Studies Advisory Committee, 1999.
- Guest speaker at Making History on the Web: Creating On-Line Materials for Teaching U.S. History, June, 1996.
- Consultant to and public lecture for "Beyond Multiculturalism: Conflict and Continuity in American History," Global Studies Program for Teachers, April, April 4, 1995.
- School of Arts and Sciences Self-Study Committee, 1996.
- President's Advisory Panel, Presidential Fellows, and Administrative Fellows Program, [leadership development for women, minorities] 1992-1993.
- Cofounder, The Emerging Scholars Program [a program designed to encourage minority undergraduates to consider graduate school in history].
- Panelist, Enhancing Race Relations On Campus [campus discussion of national interactive satellite broadcast] November 18, 1992.
- Faculty adviser, Students United to Promote Racial Awareness 1992-1993.

Employment History - Public Service

- Deputy Director, Income Maintenance Operations, New York City Department of Social Services, 1980-82.

- Director, Business Operations Task Force, New York City Board of Education, 1979-80.
- Special Assistant for Fiscal and Management Affairs, Office of the New York City Council President, 1978-79.
- Principal Agency Analyst, Office of the Special Deputy Comptroller for New York City, 1976-78.
- Budget Analyst for Income Maintenance Programs, Massachusetts Department of Public Welfare, 1975-76.