ORGANIZATIONAL CAPABILITY PROFILE

Winning Grant Funding . . . $60 Million and Counting!!!

Prepared for:
Iowa State University
Ames, IA 50011

Under Contract No. C4 62690 52
For
University-Wide
Grant Proposal Writing/Grants Management Services

Prepared By:
Olivia A. Scriven, Ph.D.
President/CEO
Partners for Educational Development, Inc.
www.partnersfoedu.org
Mableton, GA 30126 (USA)
770.656.3688
oliviascriven@partnersfoedu.org

Updated On:
24 July 2013
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. The Company and Scope of Services.</td>
<td>3</td>
</tr>
<tr>
<td>II. The Founder: Background and Expertise</td>
<td>4</td>
</tr>
<tr>
<td>III. Grants Procured (partial listing)</td>
<td>5</td>
</tr>
<tr>
<td>IV. Consulting Affiliates</td>
<td>7</td>
</tr>
<tr>
<td>IV. Select Client Engagements</td>
<td>10</td>
</tr>
</tbody>
</table>
Partners for Educational Development, Inc. ("Partners") is a higher educational consulting firm, incorporated in 2004 and based in metro-Atlanta, Georgia. We specialize in strengthening the capacity of organizations to identify and procure grants and contracts to support research, education, training and community engagement initiatives.

Led by a resource development specialist with more than two decades of experience in sponsored research administration, Partners has particular expertise and documented success in designing programs and securing funds at the $1million+ levels for initiatives to increase the participation of under-represented minorities and women in the sciences, technology, engineering and mathematics ("STEM").

Our clients include colleges and universities, government agencies, corporate and private foundations, research and policy institutes, nonprofits, and community development organizations in the United States and South Africa. We combine customized on-site training and technical assistance with the power and flexibility of technology to deliver core services in:

- Strategic and Operational Planning
- Organizational Audits
- Curricular and Co-Curricular Program Design, Development and Assessment
- Prospect Research and Cultivation
- Grant Proposals and Contract Bids
- Strategic Partnerships (with a particular focus on diversity and inclusion)
- Project Management
- Grantsmanship Workshops (including proposal writing, pre- and post-award grants management, policies, processes and systems)
- Fund-raising (annual giving, capital campaigns, programmatic)
- Commissioned Research, Writing and Editing
- Marketing Collateral for Print and Web Media

The Partners business delivery model includes a team of entrepreneur-minded women in the social, behavioral and natural sciences, engineering, mathematics, education, humanities, marketing and communications, instructional technology, business, social entrepreneurship, and related areas. Our philosophy is under-girded by a commitment to work in partnership with our clients and other change agents. This approach allows us to develop products and services that are consistent with the organization’s core values and supportive of stakeholder-involved growth.

Other areas of expertise and services include:

- Faculty and Curriculum development
- Research
- Staff Leadership Development
- Student research training
- Academic enrichment
- K-12 linkages
- Community Engagement, Training and Outreach
- International collaborations
Partners was founded and is headed by Olivia A. Scriven, Ph.D., a published scholar, researcher, and administrator with more than 20 years of experience in higher education. Dr. Scriven specializes in grant and contract procurement; strategic planning and execution; multi-disciplinary, multi-institutional and multi-national partnerships; program design, development, and administration; and marketing and communications. She has assisted colleges, universities, and education-focused nonprofit organizations, both in the United States and internationally, to secure more than $60 million for programs in the sciences, engineering and mathematics; digital media; faculty development; student research training; physical facility construction and capital improvements; community partnerships; institutional capacity development; and other areas critical to sustaining a vibrant academic program.

Dr. Scriven was founding director (1992-2003) of the Office of Sponsored Programs at Spelman College, a research-active, private liberal arts institution for African American women ranked by the National Science Foundation as the second-leading, baccalaureate-origin institution for African Americans who earned the science and engineering doctoral degree between 1997 and 2006. (NSF, *InfoBrief*, 2008). As founding director of Sponsored Programs at Spelman, Dr. Scriven worked with individual and multi-disciplinary teams of faculty in the Humanities, Social Sciences, Natural Sciences, Fine Arts and Education to pursue funding from public and private sponsors for programmatic and research initiatives and was responsible for leading her team to a 400 percent increase in the College’s grant and contract portfolio.

*Education Background, Research Expertise, and Grant Proposal Peer Review*

Dr. Scriven holds the baccalaureate degree from New York University and two separate Master’s degrees in educational communication and technology and the history of science from the School of Culture, Education, and Human Development at New York University (“NYU”) and the School of History, Technology and Society at the Georgia Institute of Technology (“Georgia Tech”), respectively. Dr. Scriven also holds the doctoral degree from Georgia Tech in the history and sociology of science and technology – the first and *only* African American to earn a Ph.D. in the program. Her research addresses issues of race, gender and public policy in science and technology studies and has been published by Oxford University Press.

Within the field of sponsored research administration, specifically, and resource development more broadly, Dr. Scriven is regularly invited to provide consultation and on-site professional development training for faculty, mid-level managers and senior executives at a variety of colleges and universities and nonprofit organizations. From 2007 through 2009, she was appointed to serve on the Professional Development Committee of the National Council of University Research Administrators (NCURA) and as co-editor of that organization’s magazine. The United States Agency for International Development, (USAID), awarded Dr. Scriven funding to scale-up staff
leadership and administrative infrastructure development at a historically disadvantaged institution in South Africa. The objective was to increase the institution’s capacity to manage external grant resources.

As a scholar in the field of diversity and inclusion, Dr. Scriven has been commissioned to edit conference proceedings and deliver workshops on strategies to strengthen the STEM pipeline. She was a member of the Strategic Planning Forum, convened by the National Center for Research Resources (NCRR) of the NIH to provide a community-informed framework for NCRR’s 2004-2008 Strategic Plan: Challenges and Critical Choices. Additionally, she is regularly invited to serve on peer review panels, most recently for the Research and Evaluation on Education in Science and Engineering (RESE) and the Historically Black Colleges and Universities Undergraduate Program (HBCU-UP) Target Infusion programs of the NSF.

A select list of Dr. Scriven’s workshops include:

- “Building Programs to Support Women in Science and Engineering,” at the Fall 2008 Regional Conference of the National Association of Multicultural engineering Program Advocates,” (Singer Island, FL)
- “Securing Federal Grant Awards: Strategies for the Small Institution” at the 2004 White House Initiative on HBCUs International Cluster Technical Assistance Workshop (New Orleans, LA)
- “Developing Partnerships with HBCUs” at the 2001 Region III Meeting of the National Council of University Research Administrators (Sandestin, FL)
- “Building a Dynamic Research Portfolio” at the 1998 Annual meeting of the National Council of University Research Administrators (Washington, D.C.)

GRANTS PROCURED

The grant awards summarized below are a representative sample of proposals for which Dr. Scriven served as the principal author, editor, or lead of a team-based collaboration. The scope of efforts also evidence Dr. Scriven’s ability to gain the confidence, support and buy-in of faculty in diverse disciplines; design and manage complex, deadline-driven projects; navigate the procurement processes of government agencies, private foundations and corporations; and build sustainable partnerships to achieve priority-aligned growth.

Institution-Wide/Capacity Building/Facility Construction:

- NASA and NSF . . .$9.5 million (and later renewed at $7.5 million) to support comprehensive science program enhancements (inclusive of chemistry, dual degree engineering, mathematics, computer science, and biology) related to student development, curriculum development, high school linkages and expansion of the administrative support infrastructure.
• The Ford Foundation. . .$1 million to endow the programs of the Women’s Research & Resource Center.
• U.S. Department of Housing & Urban Development (HUD). . .$562,000 for historic building renovations.
• Andrew W. Mellon Foundation . . .$450,000 to improve institutional planning, assessment and research and $100,000 to increase the infrastructure to support international and commuter students.

In the Biomedical/Behavioral Sciences and Health:
• National Institutes of Health (NIH)/National Center on Minority Health and Health Disparities. . .$4.1 million to increase research capacity in the biomedical and behavioral sciences, including start-up packages to recruit and provide initial research support for junior faculty and seed funding for existing faculty seeking to retool and/or launch multi-disciplinary collaborations.
• Pfizer Foundation . . .$300,000 for a Global Women’s Health Initiative, including support to plan and pilot a minor concentration in Women’s Health, faculty, student and curriculum development, and public symposia on topics relating to women’s health and wellness.
• Howard Hughes Medical Institute . . .successive funding of $800,000; $1 million; and $1.3 million to support comprehensive improvements to the biological sciences curriculum, as well as student research training and academic enrichment activities.

In Engineering:
• National Aeronautics and Space Administration (“NASA”). . .$4.5 million to continue funding for the Women in Science and Engineering (WISE) Scholar program, which provides students with full tuition support, academic-year and summer research training experiences, opportunities at NASA facilities.

Multi-/Inter-disciplinary Efforts:
• Office of Naval Research. . .$1.9 million to support faculty development and student research training under an initiative entitled Program in Physical Sciences. Departments involved in the initiative were physics and chemistry.
• The Ford Foundation. . .$250,000 to support professional development for faculty in the sciences and Women’s Studies for new courses/course modules exploring the intersection of race, gender and science.
• Merck, Inc. . . $2 million to establish the Merck Center for Science Excellence to enhance capacity to conduct interdisciplinary research in the biological and physical sciences, increase student interest for graduate study, and serve as a resource to other historically Black colleges and universities (“HBCUs”) seeking to increase research capacity and curricular offerings.
Community Development/Partnerships:

- NIH/National Institute of General Medical Sciences. . . $605,000 for a Bridges to the Baccalaureate program to provide critical transition support of students from two-year institutions seeking to pursue the baccalaureate degree in science disciplines.
- National Science Foundation ("NSF"). . . $336,128, under the Urban Systemic Initiative, a partnership with the Atlanta Public School System for a Mentoring Program for High School Teachers and Girls in Science and Mathematics.
- DHHS/Administration for Children and Families. . . $240,000 for Professional Training for Head Start Teachers.

International Partnerships:

- Association Liaison Office (now Higher Education for Development). . . $99,997 for Digital Technology and Oral Narratives, a linkage with an historically disadvantaged instituted in Durban, South Africa to expand course offerings to include oral history-gathering methodologies and the integration of mini-documentaries filmed, directed and produced by students from the oral histories.
- Association Liaison Office (now Higher Education for Development). . . $125,000 to provide leadership training for administrators at a historically disadvantaged institution in KwaZulu Natal province in South Africa.

**CONSULTING AFFILIATES**

The Partners business model includes a multi-disciplinary team of consulting affiliates with expertise and experience in education (K-12 and postsecondary), research and development (across and within disciplines), policy analysis, curriculum and instructional design, evaluation and assessment, community-focused social entrepreneurship, small business development, and related areas. Consulting affiliates are contracted on an as-needed basis to serve as Subject Matter Experts or provide value-added services based on the particular needs of the engagement. Consulting Affiliates who have collaborated on past proposal management and related efforts include:

- **Teresa D. Edwards, Ph.D.,** is a 25-year veteran in the field of science and mathematics, having held faculty and administrative appointments at Spelman College (Atlanta, GA), Quality Education for Minorities (QEM) Network, (Washington, D.C.), and the University of the Virgin Islands (St. Thomas, VI), amongst others. In addition to teaching and mentoring women and under-represented groups towards degree attainment, Dr. Edwards has leveraged her academic experiences in curriculum and faculty development to secure more than $8 million in grant awards. She has served as principal investigator and led multi-disciplinary teams to win competitive funding from agencies such as the National Science Foundation and the U.S.
Department of Education. Dr. Edwards holds the Ph.D. in Industrial and Systems Engineering and the M.S. degree in Operations Research from The Georgia Institute of Technology.

- **Leona A. Harris, Ph.D.,** is an Applied Mathematician who specializes in Mathematical Biology/Mathematical Modeling. Her research involves the development of pharmacokinetic models which have applications in pharmacology and toxicology and are used to evaluate the effects that chemicals have on human health. Dr. Harris’ research and co-curricular activities have been funded by the NIH and the NSF. She has presented her work nationally, including being a keynote presenter at David Blackwell Lecture of the Mathematical Association of America. Some of her most recent articles include “A Model for Hormonal Control of the Menstrual Cycle: Structural Integrity but Sensitivity with Regard to Data,” (*Journal of Theoretical Biology*, 2009) and “Comparing Single and Repeated Dosimetry Data for Perfluorooctane Sulfonate in Rats,” (*Toxicology Letters*, 2008). In addition to research on mathematical models, Dr. Harris also has a demonstrated a commitment to increasing the numbers of minorities and women pursuing careers and higher degrees in the mathematical sciences. Dr. Harris holds the doctorate in Applied Mathematics from North Carolina State University. She completed a post-doc at the National Health and Environmental Effects Research Laboratory of the U.S. Environmental Protection Agency (EPA). **Dr. Harris is currently serving as Subject Matter Expert on an engagement with a multi-disciplinary team of faculty at a large, public university submitting a proposal to NSF under the Ecology and Evolution of Infectious Diseases program.**

- **Maleka N. Ingram, Ph.D.,** holds the doctoral degree in Information and Communications Technologies. Her areas of specialty range from user-centered instructional design, e-learning, and graphic design to studies exploring social media as a management tool to gather diverse perspectives in organizational decision making. Dr. Ingram leverages more than a decade of project management experiences, ranging from leading global technology and educational firms such as Intel and Laureate, to capacity development work with nonprofits, colleges and universities and small businesses. Dr. Ingram collaborated with Partners on a commissioned research engagement for a government think-tank that sought to explore uses of social media for use as a tool in decision-making process for senior-level personnel. **Dr. Ingram also collaborated with Partners on an international engagement to explore uses of social media and web-based tools in administrative coordinating functions.**

- **Sybrina Y. Atwaters, M.S.** is trained in sociology and electrical engineering and has particular expertise with qualitative research methods and research ethics. She brings her multi-disciplinary background to bear in work with organizations seeking to develop curricula/programs that explore women in science and engineering, as well as those that integrate NSF standards for responsible research conduct as part of undergraduate training and program offerings. Atwaters’ knowledge of qualitative research methods and analysis led to her selection to work with 47 international and domestic scholars at the National Academies. The project examined the global status of women in three scientific fields of under-representation and resulted in the 2012 report, “Blueprint for the Future: Framing the Issues of Women in Science in a Global Context.” The report argued that different social, political, and economic
mechanisms impact women's participation in the global scientific enterprise. Atwaters has presented her work to domestic and international audiences, including the “2013 Annual Meeting on Engineering Education” in Cape Town, South Africa, and the “2008 Diversity Challenge Conference” at Boston College. Atwaters has both undergraduate and adult professional education teaching experiences and has worked with several non-profit mentoring groups developing curricula and assessment tools for program development and evaluation. Sybrina Atwaters is a Ph.D. candidate in Sociology of Technology and Science program at Georgia Tech. She also holds the M.S. degree in History, Technology, and Society and the B.S. degree in Electrical Engineering from Georgia Tech. She also holds the M.S. in Instructional Technology from Georgia State University.

- **Lisa Hunt** is a graphic designer whose work integrates typography and iconography, design, photography and illustration. She brings to each working relationship distinctive insight and deep experience in the fields of project management, brand architecture and integrated marketing in order develop materials and publications that appeal to diverse audiences across various platforms, including tablet and mobile devices, print, and multimedia. Most recently, she was Creative Director at *Essence* magazine where successfully led the art and photo teams in the overall visual direction of the magazine, while extending the *Essence* brand through a variety of book projects. Other national clients include: *US Weekly, O, The Oprah Magazine, Women’s Health, Men’s Health, and Prevention*. Ms. Hunt collaborated with Partners on an engagement to provide marketing and branding for a North Carolina-based university that had recently installed new leadership and sought to develop marketing collateral to communicate the president’s vision to broad stakeholders. The pieces would also serve as lead-in collateral in anticipation of comprehensive fund-raising campaign.

- **Tara Roberts** has worked in the field of journalism for nearly 20 years. She served in senior editorial positions at *Essence* and *CosmoGirl* magazines, taught journalism at the S.I. Newhouse School of Public Communications at Syracuse University, published an independent magazine and edited two books on sexual health. Ms. Roberts’s current work as an independent consultant enables her to provide industry standard editorial and research services to a variety of organizations, especially those geared towards women, teens and social change audiences. Most recently, Ms. Roberts collaborated with Partners on an engagement to provide research and writing support in the development of a Case Statement for a North Carolina-based university that had recently installed new leadership and sought to develop marketing collateral to communicate the president’s vision to broad stakeholders. The piece also served as lead-in collateral in anticipation of comprehensive fund-raising campaign.
Iowa State University
College of Veterinary Medicine
Ames, IA (USA)
Comprehensive, end-to-end support in the revision and resubmission of a multi-million dollar, multi-disciplinary research proposal to the National Science Foundation (NSF) under the Ecology and Evolution of Infectious Diseases (EEID) program. The project involves an 8-member ISU team representing veterinary epidemiology, bacteriology, and pathology; environmental engineering; mathematical modeling; and industrial psychology. Proposal has two major foci: (1) the design, development and testing of a systems model to describe, illustrate and predict the ecology and population dynamics of plasmid-bearing E. coli from poultry production to human disease; and (2) rural community outreach and engagement of under-represented minority middle-school aged youth to STEM fields (inclusive of the social and behavioral sciences).

Iowa State University
Seed Science Center
Ames, IA (USA)
Consultation and program design support for a $25 million grant proposal to the United States Agency for International Development (USAID) to establish a Global Seed Innovation Center. Was specifically approached to: (1) lead effort to establish linkages with historically Black and women’s colleges, and (2) design and serve as project lead for project element focused on ensuring gender equity and examining the participation of women across the seed-value chain in the countries of Nepal, Kenya, and Honduras.

Morehouse College
Andrew Young Center for Global Leadership
Atlanta, GA (USA)
Grant proposal management and development to secure funding for student leadership development, research, and curricular and co-curricular programs with national and international partners. Morehouse College is a private, historically Black liberal arts college for men whose graduates include Civil Rights pioneer and Nobel Laureate the Rev. Dr. Martin Luther King, Jr., physicist and former director of the National Science Foundation Dr. Walter Massey, and entrepreneur, social critic and filmmaker Shelton “Spike” Lee., amongst others. Engagement began with need for immediate assistance to meet proposal deadline that was set to expire within a week. Success of initial engagement led to continued engagement focusing on two areas: (1) community engagement to establish partnerships with community-based organizations in Los Angeles County to increase training opportunities for college-age African American males; and (2) collaboration with international organizations to provide study abroad and global exposure for matriculating students in a range of disciplines. Engagements resulted in in expansion of the Center’s funding portfolio to include grant awards from organizations such as the W.K. Kellogg Foundation and the Weingart Foundation.
Morehouse College
Entrepreneurship Center
Atlanta, GA (USA)
Consultation and direct delivery of services to director of this revenue-generating unit of Morehouse College – a private, historically Black liberal arts college for men. Consulting engagement included support in three core areas: (1) strategic planning and communications; (2) proposal development and contract bids; and (3) project management. Partners succeeded in submitting bids valued in excess of $1.8 million over the course of the engagement and managing the training and certification efforts of an annual average of 10 small and medium enterprises (“SMEs”), primarily in the information technology sector.

Human Sciences Research Council (HSRC) of South Africa
Pretoria, Gautang Province (SOUTH AFRICA)
Established through act of the national government, the Human Sciences Research Council (HSRC) of South Africa conducts large-scale, social science research for public-sector users, non-governmental organizations and international development agencies in partnership with researchers globally. Contracted to work with senior researchers and administrators within the Office of the President/CEO and the Capacity Development and Enhancement Unit to: (1) design and rollout programs to provide research training for investigators from historically under-represented groups in South Africa; (2) provide on-site training and consultation in the areas of strategic planning and systems to support resource development; and (2) facilitate international partnerships for research and research training/mentoring in the areas of science and health policy, women and development, and science and technology studies.

Harvard University
Office of the Vice Provost for Faculty Development (under Evelyn M. Hammonds, Ph.D.)
Cambridge, MA (U.S.A.)
Provided consultation to senior vice provost to design program, develop proposal and secure funding for a pilot initiative between Harvard University and a select cohort of minority-serving institutions focused on research, faculty and curriculum development in the history of science, medicine and technology.

Big Brothers Big Sisters of Metro-Atlanta
Office of the President/CEO
Office of the Vice President, Development and Marketing
Atlanta, GA (USA)
Grant and prospect management assistance to increase and diversify financial and in-kind support for agency programs and operations. An affiliate of Big Brothers Big Sisters of America, the metro-Atlanta chapter serves 12 counties and has consistently positioned itself as a model of effective, creative, responsive and accountable nonprofit management. Engagement resulted in grant awards at the $100,000+ levels from the UPS Foundation, Frances Wood Wilson Foundation, Wachovia Wells Fargo Foundation, and the Joe E. Johnston Foundation, amongst others.
Mangosuthu Technikon (now Mangosuthu University of Technology)
Office of the Vice Chancellor & Principal
Durban, KwaZulu Natal Province (SOUTH AFRICA)
Provide consultation to the Vice Chancellor, Senior Director of Marketing and Communications, and Deputy Director of Development to develop proposals and secure resources focused on HIV/AIDS education, awareness and prevention; and community development projects with industry. Also deliver in-country workshops to increase faculty grantsmanship skills and develop administrative capacity in the areas of grants and contracts, alumni development, and marketing and communications.

Bryn Mawr College
Department of Mathematics
Bryn Mawr, PA (U.S.A.)
Commissioned to provide consultation and serve on steering committee of NSF-funded national conference, “Promoting Diversity at the Graduate Level in Mathematics,” held October 14-17, 2008 at the Mathematical Sciences Research Institute in Berkeley, California. Also served as co-editor of the conference proceedings, which were distributed nationally by the NSF.