**WENDY E. SHAIA, EdD, MSW**

525 W. Redwood Street

Baltimore, MD 21201

410-706-5130

wshaia@ssw.umaryland.edu

**EDUCATION**

* **EdD, Human and Organizational Learning,** The George Washington University, Washington DC, 2012. Dissertation: *The Relationship Between Personal Agency and Meaningful Work: An Exploratory Study*
* **MSW, Management and Community Organization,** University of Maryland Baltimore, MD, 2001
* **BA, Psychology,** Hampshire College, Amherst MA, 1989

**PROFESSIONAL EXPERIENCE**

**University of Maryland School of Social Work**, Baltimore, MD, June, 2013 - Present

**Clinical Assistant Professor and Executive Director**

Social Work Community Outreach Service (SWCOS), The Positive Schools Center, Family Connections

Administrative

* Lead $3 million/year organization in community practice and civic engagement
* Solicit funding and maintain relationships with public and private funders to support day to day operations of three university-based centers
* Conceptualize, develop and acquire funding for the Positive Schools Center
* Plan and execute the integration of Family Connections into SWCOS
* Plan strategically the path of 25-year-old organization, narrowing its focus toward deeper impact
* Refine and re-engineer internal systems, including human resources, finance and fund development
* Manage programs around community schools, family stability, resident services, and case management
* Provide support to principals of schools in West Baltimore when confronted by community needs, such as families in need of emergency services, or mental health support
* Access University resources for the purposes of supporting community needs, e.g. coordinate with dental, nursing and medical school to respond to community requests
* Develop a vision for community engagement, which moves beyond programs to strategy
* Manage relationships with multiple stakeholders, including funders, staff, faculty, students, the larger university, community residents, community organizations, government officials, and board members

Academic

* Oversee field practice for 40 to 60 graduate social work students in a variety of community-based settings around Baltimore, spanning the social work continuum: from clinical to macro
* Plan and oversee field learning opportunities for social work students to learn community practice from a social justice lens
* Teach *Program Planning from a Social Justice Perspective* in the Continuing Education program
* Supervise 18 Clinical faculty in their teaching of graduate social work students in the field
* Liaise with Field Office around creating optimal opportunities for students and agencies to meet each other’s needs
* Work with community agencies to provide graduate interns to help support agency capacity and further intern learning

**National Security Agency**, Ft. Meade, MD, August, 2010 – May, 2013

**Strategic Planner, Equity and Diversity**

* Led a small team conducting ongoing analysis of Agency demographics, including trend, trigger and barrier analyses
* Successfully supported the Agency’s shift in thinking along the “equity continuum” from compliance to awareness, as evidenced by Agency leaders initiating (as opposed to being asked for) opportunities to learn alongside their staff about diversity and inclusion
* Restructured team to provide consulting services to Agency organizations; worked with clients to create strategies to achieve their organizational diversity and inclusion goals
* Issued and managed federal solicitations for contractors to provide services to Agency around removing unconscious bias in hiring, promotion and management
* Developed and produced monthly newsletters providing digests of the most current theories and empirical research related to diversity and inclusion; readership of the newsletter continues to grow each month and numbers in the thousands
* Developed and delivered training modules on unconscious bias, using current research

**Defense Intelligence Agency**, Washington DC, October 2008 - August, 2010

**Senior Strategic Planner,** Office of the Associate Deputy Director

* Led a large organizational change management initiative designed to integrate a fragmented global enterprise into one cohesive organizational culture
* Obtained buy-in from reluctant stakeholders and presented concepts to the Agency’s most senior leadership
* Conceptualized organizational development interventions, and lead a team of consultants and employees in analyzing and making recommendations related to governance, process management and performance management
* Served as Agency Director and senior leadership team representative to high-level Pentagon meetings held by Undersecretaries of Defense for Intelligence

**Senior Management Analyst,** Strategic Planning and Performance Measurement, Human Capital Directorate

* Provided internal consulting around strategic planning and performance measurement to multiple Agency organizations
* Successfully engaged all Human Capital offices in developing performance measures tied to the DIA strategic plan; eventually developed and executed implementation plan related to the strategy
* Creatively facilitated strategic planning sessions with clients to develop and refine organizational goals at the strategic and performance levels
* Collaborated with clients to build internal capacity in strategic visioning and planning in order to allow them to become true stakeholders in the strategic planning process.
* Led a project to gather and analyze data, and make recommendations for how to increase the representation of women at DIA.

**American Red Cross**, Washington DC, June, 2006 – July, 2008 (short-term assignment)

**Manager, Planning and Evaluation**, Hurricane Recovery Program

* Implemented programs and policies to achieve strategic goals related to the 2005 hurricanes (Katrina, Rita, and Wilma)
* Facilitated long and short-term strategies, including those related to program start-up, operations, ramp-down and closure
* Served as an internal consultant to staff on program and process planning and evaluation.
* Led a team to develop metrics and systems for outcome measurement and continuous improvement, including the development of databases to track, report and analyze large data sets related to program performance
* Facilitated critical reflection sessions and staff training, using adult learning techniques
* Successfully planned, coordinated and wrote the summative program evaluation report, using multiple data sources, including periodic program monitoring reports, surveys, focus groups, and client files.

**Danya International, Inc.,** Silver Spring Maryland, August, 2005 – June, 2006

**Senior Manager,** Review Planning

* Planned and implemented the logistics of the national program monitoring of Head Start Centers under a large federal contract
* Supervised nationally-dispersed staff to strategically develop, reengineer and implement systems to provide consulting services to our federal client
* Successfully interfaced with IT to build and revise multiple databases in response to client and process requirements

**Self-Employed**, Gambrills, MD, September, 1999 – August, 2005

**Nonprofit Management Consultant**

* Monitored Family Support Centers under a contract with Friends of the Family, providing written reports, suggestions for improvement, plans for remediation of problems, and recommending closure of centers, when necessary
* Developed and implemented systems to help organizations evaluate their effectiveness
* Conducted organizational assessments through focus groups, interviews, and observation
* Using data gathered through organizational assessments, facilitated strategic planning sessions with staff, management, boards, and community members
* Developed and delivered training curricula in areas related to organizational and business development.
* Clients included: The Enterprise Foundation, House of Mercy, Campaign Consultation, Friends of the Family, Baltimore Neighborhoods, Maryland State Mentoring Resource Center, Phillips Programs

**The Enterprise Foundation,** Columbia, MD,October, 1995 – September, 1999

**Program Director,** Social Services

* Designed and presented training courses to nonprofits nationwide under a large HUD contract
* Conducted organizational analyses through the use of focus groups, interviews, and observation; provided recommendations for improvements, and supported nonprofits in evaluating results
* Provided technical assistance to nonprofits in the areas of planning, operations, supportive services and community self-sufficiency
* Facilitated strategic planning sessions with program staff, boards, communities, and partnerships

**East New York Urban Youth Corps,** Brooklyn, NY, October, 1993 – November, 1994

**Director of Housing Development**

* Identified and developed new low-income housing programs in blighted neighborhood
* Managed multi-million-dollar housing development projects, including writing pro formas for prospective projects, as well as managing construction and operating budgets
* Managed relationships with multiple stakeholders, including local government, architects, engineers, contractor and community members
* Supervised planning and implementation of homeless family shelter, elderly housing project, and community youth garden with chess and horticulture programs
* Wrote $7.5 million in proposals, which were funded

**The Rose Kennedy Family Center,** Brooklyn, NY, December, 1991 – October, 1993

**Program Director**

* Designed and developed residential facility for homeless teen mothers and their children
* Supervised construction of building: financing, requisitions, reporting, and community relations
* Successfully fundraised for program operating funds of $1 million per year, obtained license from city, hired staff and implemented program
* Managed day to day operation of housing and daycare facilities, including implementing individualized service plans

**La Casa de las Madres,** San Francisco, CA, February, 1990 – September, 1991

**Women’s Advocate**

* Provided psycho-social education and in-depth interviews of victims of domestic violence
* Counseled around issues of domestic violence, parenting and self-esteem
* Implemented therapy programs in keeping with individual treatment plans
* Collaborated with members of therapy team to co-lead group therapy

**PUBLICATIONS**

Dababnah, S., **Shaia, W.E.,** Campion, K., Nichols, H. (2018). We had to keep pushing: Black caregivers’ perspectives on autism screening and referral practices in primary care. *Intellectual and Developmental Disabilities. 56*(5), 321-336.

**Shaia, W. E.,** (in press). SHARP: A framework for addressing the contexts of poverty and oppression during service provision in the US. *The Journal of Social Work Values and Ethics.*

Finegan-Carr, N. & **Shaia, W.E.** (2018). School social workers as partners in the school mission. *Phi Delta Kappan. 99*(7), 26-29.

**Shaia, W.E.**, & Finegan-Carr, N. (2018). Moving from survival to fulfillment: A planning framework for community schools. *Phi Delta Kappan. 99*(4), 15-18.

**Shaia, W. E**., & Crowder, S. C. (2017). Schools as Re-Traumatizing Environments. In N. Finegan-Carr (Ed.), *Linking Health and Education for African American Students' Success*. NY: Routledge Press.

**Shaia, W. E.,** (2016, July 5). Why Are They Angry With Us? Essays on Race. [Review of the book *Why Are They Angry With Us? Essays on Race*. by L.E. Davis]. *Qualitative Social Work*. *15*(4), 588-593.

**Shaia, W. E.,** (2016). University-supported community schools: One organization’s journey. *Universities and Community Schools, 8*(1-2), 55-63.

Reviewer – *Journal of Science and Healing, Social Work in Mental Health*

Editorial Board – *Journal of Workplace Behavioral Health*

**PRESENTATIONS**

**Peer reviewed:**

Dababnah, S., **Shaia, W**., & Campion, K. (2017, November). *Stress and resilience among Black and African American families raising children with autism.*Poster presentation at the American Public Health Association Annual Meeting. Atlanta, GA. November 4-8, 2017.

Davis, R., **Shaia, W**. (2017, June). *Restorative practices to enhance staff meetings.* Oral presentation at the Network for Social Work Management conference. New York, NY. June 14, 2017.

Dababnah, S., **Shaia, W**., & Campion, K. (2017, May). *“We have to fight more:” Experiences of Black and African American families raising children with autism.*Poster presentation at the International Meeting for Autism Research. San Francisco, CA. May 12, 2017.

Dababnah, S., **Shaia, W**., & Campion, K. (2017, January). *Stress, coping and resilience in African American families raising children with autism*. Oral presentation at Society for Social Work and Research. New Orleans, LA. January 11-15, 2017.

Dababnah, S., **Shaia, W**., & Campion, K. (2016, November). Perspectives of urban African American families on autism services and supports. Poster presentation at the Council on Social Work Education Annual Program Meeting. Atlanta, GA. November 6, 2016.

Crowder, S. & **Shaia, W.** (2015, December). Positive, supportive, & mindful learning communities…a future model for positive school climate. Oral presentation at the University-Assisted Community Schools Conference. Pittsburgh, PA. December 4, 2015.

**Other presentations:**

**Shaia, W.** (2018). Transforming society or maintaining the status quo? Social work practice at a crossroads. Keynote presentation at the *National Association of Social Workers Maryland Macro Conference.* Linthicum, MD. September 28, 2018.

**Shaia, W.** (2018, March), From window to mirror to circle: An anti-racist approach to restorative Practices. Keynote presentation at the Baltimore County Schools’ *School Climate and Equity Conference.* Towson, MD. March 1, 2018.

**Shaia, W.** (2017, October), Moving from survival to fulfillment: Social work’s response to poverty and trauma in schools. Keynote presentation at the *Maryland Association of School Social Workers Conference*. Timonium, MD. October 20, 2017.

**Shaia, W.** & Durant, T.L. (2017, October), How can we create school environments that are restorative and trauma-responsive, rather than punitive? Oral presentation at the *Envisioning Equity in Greater Baltimore’s Classrooms.* Towson, MD. October 7, 2017.

**Shaia, W.** (2016, August), People are not poor because they lack program and services; people are poor because they lack power. Keynote presentation at the University of Maryland School of Social Work student orientation. Baltimore, MD. August 19, 2017.

**Shaia, W.** & Sydnor-Diggs, T. (2016, September), Peeling Back the Layers of the Onion: Getting to the Heart and Soul of Community Conflict. Oral presentation at the *Association of Conflict Resolution Conf*erence. Baltimore, MD. September 30, 2016.

February 2015, Juvenile Justice Symposium. White House Panel on Excellence in Education for African Americans. University of Maryland, Baltimore County.

Teacher development workshops for Anne Arundel County Public Schools (Four Seasons Elementary and Piney Orchard Elementary), 2011-2012. *Unconscious Bias* and *A Model for Family-School Collaboration*

**HONORS AND AWARDS**

2018 Organization of African-American Students in Social Work

2015 Dr. Martin Luther King Diversity Award, University of Maryland

2013 National Security Agency, Letter of Recognition

2012 National Security Agency, Equal Employment Opportunity and Diversity button

2011 Director of National Intelligence award for improving the hiring and retention of minority employees in the Intelligence Community

2010 Director of National Intelligence award for improving the hiring and retention of minority employees in the Intelligence Community

2008 Teaching Assistantship, The George Washington University

2007 Doctoral Fellowship, The George Washington University

2006 Doctoral Fellowship, The George Washington University

2005 Doctoral Fellowship, The George Washington University

1994 New York Women’s Foundation Celebrating Women Award

**PROFESSIONAL ASSOCIATIONS**

2015-Present Association for Contemplative Mind in Higher Education

2016-Present National Association of Black Social Workers

2013-Present Association for Community Organization

2013-Present National Association of Social Workers

2013-Present Council on Social Work Education

2014-2016 Center for Mindful Awareness

2010-2014 Strategic Management Society

2008-2014 Academy of Human Resource Development