



Schaefer Center for Public Policy

Annual Report 2025



UNIVERSITY OF
BALTIMORE

Schaefer Center for
Public Policy

A Message from the Executive Director

Reflecting on 2025, I am proud to share a year of progress, impact, and celebration for the Schaefer Center for Public Policy. Marking our 40th anniversary, we honored our legacy while reaffirming our commitment to Helping Government Help People and to strengthening public service across Maryland.

This year, our work remained grounded in the values that shaped the Center's founding in 1985—excellence in public policy research, informed policymaking, and developing the next generation of leaders. From hosting the Annual William Donald Schaefer Conference and honoring Senator Barbara A. Mikulski with the 2025 Schaefer Award to supporting over 200 student interns through our NextGen Leaders for Public Service program, the Schaefer Center continues to promote excellence in government. We also strengthened Maryland's public sector leadership pipeline through the Maryland Certified Public Manager® (CPM) Program. The accomplishments of our CPM graduates—many of whom now serve in senior leadership roles across the state—stand as a testament to the program's enduring impact.

Our research division completed seven major applied research projects and continued work on three others. These projects span public safety, workforce engagement, emergency management, and more. Each is grounded in academic rigor and designed to provide decision-makers with insights that support informed decision-making.

Forty years after our founding, the Schaefer Center remains a trusted resource for Maryland's public leaders. Whatever the next 40 years may bring, our team will continue to be Maryland's go-to resource for Helping Government Help People.



Ann Cotten, DPA
Executive Director



Portrait of William Donald Schaefer

Mission

As Maryland's preeminent public policy and research center, the William Donald Schaefer Center for Public Policy is Maryland's go-to resource for informed public sector decision-making and leadership development.

The Schaefer Center's mission is to help government and nonprofit organizations help people by leveraging the expertise of the university community in its work to:

Prepare public servants for the challenge of tomorrow through its professional development programs.

Develop future leaders through applied learning activities for students.

Inform decision-makers through applied research, technical assistance, and program evaluation.

Promote public discourse through policy analysis and conferences.

History

Established in April 1985, the center was named in honor of then-Mayor William Donald Schaefer, a University of Baltimore Law School alumnus, in recognition of his outstanding leadership and dedicated public service. His public service at both the state and local levels spanned more than 50 years.

Annual William Donald Schaefer Conference and Award Ceremony

Addressing Grand Challenges: State and Local Innovation

On May 5, 2025, the Schaefer Center hosted the annual William Donald Schaefer Conference and Award Ceremony, gathering public sector leaders and experts to delve into the theme of “Addressing Grand Challenges: State and Local Innovation.”

The morning sessions offered a deep dive into the evolution of public administration and the future of the workforce. Keynote speaker James-Christian Blockwood, President and CEO of the National Academy of Public Administration, opened the conference discussing navigating the grand challenges of modern governance. This was followed by a series of expert led discussions, including an exploration of public service modernization by Asma Mirza, Chief Performance Officer, Maryland Governor’s Office of Performance Improvement, and a collaborative session on Connecting Individuals to Meaningful Work moderated by Dean Kenderdine, Schaefer Center Advisory Board Member, and panel participants Paul Monteiro, Maryland Secretary of Service and Civic Innovation, Calvin Ball, Howard County Executive, and Jacob Hsu, Executive Chairman of Fearless and Chair of the Apprenticeship 2030 Commission. The morning concluded with a focused look at community resilience presented by Mike Hinson, Chief Resilience Officer, Maryland Department of Emergency Management, and Secretary Rebecca Flora, Maryland Secretary of Department of Planning, emphasizing the state’s proactive approach to emergency management and urban planning.

The afternoon luncheon began with the presentation of the 2025 William Donald Schaefer Award. University of Baltimore, College of Public Affairs Dean Roger Hartley had the honor of presenting the award to U.S. Senator Barbara A. Mikulski.

The day concluded with a celebration of the Schaefer Center’s 40th anniversary, reflecting on four decades of impactful research, training, and leadership development.

For over half a century, William Donald Schaefer served as a city councilman, mayor, governor, and comptroller, driven by a tireless belief in bettering society. Today, the Schaefer Center remains dedicated to carrying that torch, ensuring that his commitment to solving problems remains a foundational pillar of Maryland’s public policy landscape for years to come.



Keynote Speaker James-Christian Blockwood, delivering the keynote presentation at the William Donald Schaefer Conference



Advisory Board Member Dean Kenderdine facilitating the panel discussion including Calvin Ball and Jacob Hsu



University of Baltimore College of Public Affairs Director of the M.P.A. Director Dr. Joseph Adler, Associate Professor Dr. Al Gourrier, and Associate Dean Ivan Sascha Sheehan chatting at the conference



Dr. Roger Hartley and Dr. Ann Cotten presenting the William Donald Schaefer Award to U.S. Senator Barbara A. Mikulski



U.S. Senator Barbara A. Mikulski delivering her acceptance speech



U.S. Senator Barbara A. Mikulski and NextGen Leader chatting before the award ceremony

Senator Barbara A. Mikulski Honored with 2025 William Donald Schaefer Award

A highlight of the conference was the presentation of the 2025 William Donald Schaefer Award to United States Senator Barbara A. Mikulski for her distinguished public service and steadfast commitment to the people of Maryland. Senator Mikulski was recognized for her trailblazing career, a legacy that mirrors the pragmatic, results-oriented public service of the late William Donald Schaefer.

This prestigious award honors the legacy of former Governor, Comptroller, and Mayor William Donald Schaefer, celebrating the contributions of the honoree to effective government and their lifelong commitment to the well-being of Maryland's citizens. The award is designed to recognize lifetime achievement.

Previous honorees include:

- Congressman Elijah Cummings, 2015
- Dr. Nancy Grasmick, former Maryland State Superintendent of Schools, 2016
- Honorable Carolyn Colvin, former Acting Commissioner, Social Security Administration, 2017
- The Honorable Paul S. Sarbanes, former United States Senator, 2018
- Sister Helen Amos, Executive Chair of the Board of Trustees of Mercy Health Services, 2020
- The Honorable James T. Smith, Jr., former Secretary of Maryland Department of Transportation, 2021
- Dr. Carla Hayden, Librarian of Congress, 2023
- Senator Ben Cardin, United State Senator to Maryland, 2024
- Senator Barbara A. Mikulski, United State Senator to Maryland, 2025



The Honorable Carolyn Colvin, 2017 William Donald Schaefer Award Recipient, U.S. Senator Barbara A. Mikulski, and The Honorable Secretary Susan Lee, Secretary of State



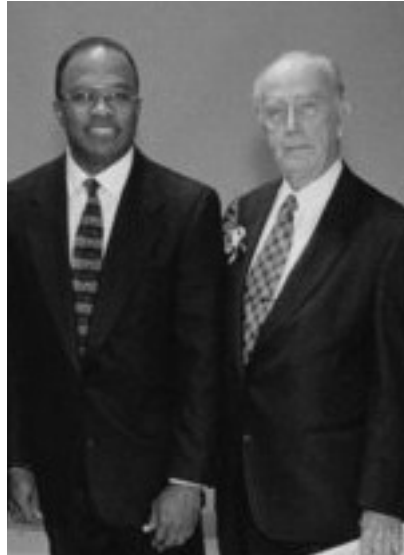
The Honorable Carolyn Colvin, 2017 William Donald Schaefer Award Recipient, The Honorable Martin O'Malley, and Schaefer Center Executive in Residence Stacy Rodgers at the conference

Schaefer Center 40th Anniversary

1985-2025



William Donald Schaefer and Henry Rosenberg watch as Dr. H. Mebane Turner, former University of Baltimore President, unveils the plaque commemorating the William Donald Schaefer Center



William Donald Schaefer with then Baltimore City Mayor and now University President Kurt Schmoke



An article about the opening of the William Donald Schaefer Center in the *UBique* student newspaper

The Schaefer Center for Public Policy at The University of Baltimore marked its 40th anniversary on April 16, 2025, commemorating four decades of advancing public service, leadership development, and policy research in Maryland and beyond.

Founded in 1985, the Schaefer Center has long been a cornerstone for public administration education and policy innovation, serving as a vital resource for government agencies, nonprofit organizations, and community leaders. The Center continues to honor the legacy of former Maryland Governor William Donald Schaefer through its unwavering commitment to effective governance and public service excellence.

“As we reflect on our history, we are honored to celebrate 40 years of impact in public service and policy innovation. We remain committed to shaping the next generation of public leaders and continuing to support effective governance.” says Dr. Ann Cotten, Executive Director of the Schaefer Center.

To celebrate this significant milestone, the Schaefer Center hosted a series of events leading up to its Annual William Donald Schaefer Conference, which was held on May 5, 2025.



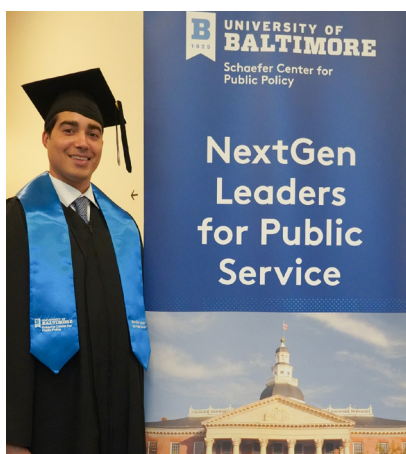
The first TAFT Seminar for Teachers held by the Schaefer Center for Public Policy



The first Maryland Certified Public Manager® Program cohort at their graduation

Developing Maryland's Public Service Pipeline

Empowering Future Leaders: The NextGen Leaders for Public Service Internship Program



NextGen Leader and Spring 2025 Graduate Will Toro posing after graduation with the NextGen stole and sign



NextGen Leaders and Calvin Brown, Internship Coordinator, during an event with Senator Cory McCray



NextGen Leaders at the annual Fall NextGen Retreat at the Outward Bound Chesapeake ropes course

Launched in Fall 2022, the NextGen Leaders for Public Service program, an initiative of the Schaefer Center for Public Policy, aims to inspire and prepare University of Baltimore students from all majors and degrees for impactful careers in public service. This innovative program offers a blend of academic courses, paid professional experiences, co-curricular activities, and cohort experiences, providing flexible and comprehensive engagement opportunities.

Paid internships are a cornerstone of the program for University of Baltimore students interested in government and nonprofit careers. Students can explore diverse host sites, including Maryland state, local, and municipal government, Maryland nonprofits, and Baltimore community development organizations. Internships are augmented by academic programming, which allows students from any major to pursue a minor in public service (undergraduate) or a non-credit certificate in Public Service Leadership (undergraduate or graduate). Graduate programs in the College of Public Affairs also meet academic requirements.

Part of a National Network: The Volcker Alliance NextGen Service Corps

The NextGen program is a member of the Volcker Alliance NextGen Service Corps network. The NextGen Service Corps network includes 27 universities from across the United States. This powerful network supports program development and provides opportunities for University of Baltimore students to network with students across the country.

NextGen Leaders benefit from public service events, conferences, professional development workshops, and government agency site visits. Participants are supported by the Career Center for resume and interview preparation and receive mentoring for prestigious opportunities such as the Fulbright Scholars, White House Fellows, and the Maryland Governor's Intern Leadership Program.

NextGen Impact

From Experience to Advocacy: Rogernette Greene's Full-Circle Journey in Public Service

Rogernette Greene's path to public service is rooted in growing up in Baltimore, where she experienced firsthand how deeply policy impacts families. As a first-generation college student and a single mother who successfully navigated housing insecurity, Rogernette transformed those challenges into a powerful motivation to build stronger, more supportive systems for others. This drive led her to the NextGen Leaders program, where she now serves at the Baltimore City Mayor's Office of Homeless Services.

"My main goal as the NextGen Ambassador is to increase awareness of the program and encourage students to see themselves as leaders in public service. I want to create spaces for students to share ideas, support one another, and connect coursework with real-world service opportunities."

Working in the HMIS Data & Performance Unit, Rogernette manages the essential IT infrastructure and policy documentation that allows the office to function efficiently. Her work ensures that the team is equipped with the right technology and the latest U.S. Department of Housing and Urban Development (HUD) standards to serve the city's most vulnerable populations. Now, as the NextGen Ambassador for the University of Baltimore, she is dedicated to fostering a culture of civic engagement on campus by sharing her "full circle" journey.



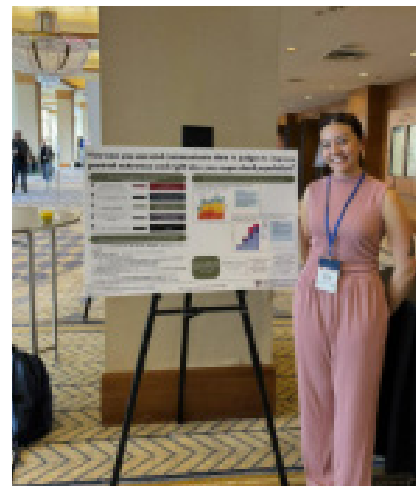
NextGen Ambassador Rogernette Greene

NextGen Leadership: Bridging National Reform and Local Justice

Danica Nelson, NextGen Leader at Baltimore City Council, Councilmember Sharon Middleton's Office, attended the Safety and Justice Challenge (SJC) Conference in Chicago in 2025. The event was hosted by the MacArthur Foundation.

"From learning about how the SJC created over 330 reform strategies to help end mass incarceration to learning about fostering holistic approaches for equity in justice, I was reminded of what I am working so hard towards—contributing to serving in a criminal justice system that ensures fair and equitable justice for all, because no equity, no justice."

"Attending the workshops and hearing the panels was a humbling and inspirational experience. The knowledge I gained will be carried with me throughout my academic and professional career."



Danica Nelson at the SJC Conference with her presentation poster

The University of Baltimore Day in Annapolis brought students and staff to Maryland's capital for an immersive experience in government and leadership. Hosted in partnership by the Schaefer Center for Public Policy and the Rosenberg Center for Student Engagement and Inclusion, the day was filled with learning, inspiration, and UB pride!

In the afternoon, participants engaged with state and local leaders who shared their experiences and the profound impact of public service. This impactful day reinforced the Schaefer Center's commitment to civic engagement and leadership development.

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2025 NextGen Leaders for Public Service Interns and Their Host Sites

Basirat Akintunde

Maryland Department of the Environment

Fatima Aliyu

Maryland Department of the Environment
GEDCO

Hernan Alvarado Chavez

Howard County Office of Human Resources

Johnathan Amaya Pacheco

Maryland General Assembly- Office of Stuart Schmidt Jr.

Martin Awofadeju

St. Ambrose Housing Aid Center

Jessica Baccin

Your Public Radio Corporation (WYPR)

Zachary Baker- Salmon

Baltimore City Department of Human Resources

Jordan Barnes

Hamilton-Lauraville Main Street

Todd Barnes

Baltimore City Council- Office of James Torrence

Richard Bartholomew

Maryland Department of Budget and Management

Christopher Bazuzi

Maryland Department of the Environment

Princess Bihali

Dominion Community Development Corporation
Baltimore City Council- Office of James Torrence

Shayna Brewer

Circuit Court for Baltimore City

Destiny Brooks

GEDCO

Michael Brown

Howard County Corrections

Diamond Bruns

Maryland Public Television

Tridonna Bullock

Baltimore City Department of Finance

Nia Cabrera

Maryland Department of Budget and Management

Allesandra Capone

Howard EcoWorks

Dahlia Casey

Maryland Department of Environment

Nicholas Charalambous

Natural Born Champions

Janei Clemons

Maryland Department of Public Safety & Correctional
Services

Judah Contreras

Maryland Department of Labor

Perla Cordero-Toledo

Baltimore City Council- Office of James Torrence

Gissel Cruz-Rivas

Montgomery County State's Attorneys Office

Jazamine Davis Jr.

Thread, Inc.

Kevin Davis Jr.

Downtown Partnership of Baltimore

Tynisha Day

Roberta's House

Dominique Doss

Maryland Department of the Environment

Oluwaseyi Fadahunsi

Comptroller of Maryland

Theodore Fann

Maryland Department of Emergency Management

Meagan Forney

Natural Born Champions

Naomi Forney

Manna House Incorporated

Harshitha Gajula

Maryland Department of the Environment

Zahra Gordon

The Clifton House

Lisen Gottvall

International Rescue Committee

Rogernette Green

Baltimore City Mayor's Office of Homeless Services
Maryland Department of Aging

Spencer Halvrosen

Harford County Sheriff's Office

India Harrison

Reservoir Hill Improvement Council
SEEK Empowerment

Natalie Heinrichs

Baltimore City Council

Geneva Holeman

Judy Center Early Learning Hub

Toni Hornes Sullivan

The Clifton House
The Glow Forward Foundation

Bria Howard

Circuit Court for Baltimore City

Tennille Howard

Maryland Office of the Public Defender
Center for Families, Children the Courts

Paris Irizarry

Maryland Commission on Civil Rights

Memory Jakarta

Harbor Bank of Maryland Community Development

Montana James

Maryland Commission on Civil Rights

Lettemariam Jews

Circuit Court for Baltimore City

Selina Johnson

Enterprise Community Partners

Bozkurt Karaoglan

Healthy Neighborhoods

Michael Kemakolam

Maryland Department of General Services

Ida Kenna

Maryland Center for History and Culture

Ryan Kohndokar

Howard County Office of Human Resources

Danaija Kinlaw

Central Baltimore Partnership
Grater Baybrook Alliance

Janei Legate-Coleman

Maryland Office of the Public Defender

Janice Macarthy

Maryland Department of the Environment

Ethan Majeed

Baltimore County Police Department

Colin Maloid

Baltimore County Police Department

Katherine Matamoros

Maryland Coalition Against Sexual Assault

Rebecca McAfee

Baltimore City Council- Office of James Torrence

Kelly Michelo

Healthy Neighborhoods

Chauntell Miller

Baltimore City Mayor's Office of Children and
Family Success
Baltimore City Department of Human Resources

David Miller

Maryland Department of Transportation

Nicholas Mills

GEDCO

Yelshy Monroy

City of Laurel

Nadirah Moore

Hamilton-Lauraville Main Street

Amanda Morales

Down Syndrome Association of Maryland

Kevin Morgan

Comptroller of Maryland
Howard County Corrections

Victoria Mulligan

Howard County Corrections

Fabiola Navichoque

International Rescue Committee
Maryland General Assembly- Office of Delegate
Robbyn Lewis

Umukundwa Ndikumana

Baltimore City Mayors Office of Cable and
Communications

Laura Ndtama

International Social Service

Keira Neal

Manna House Incorporated

Danica Nelson

Baltimore City Council- Office of Sharon Middleton

Netanya Nesbeth

Circuit Court for Baltimore City
Maryland Department of Transportation

Felicity Nimely

Baltimore City Mayors Office of Children and Family
Success

Blessing Nwaigbo

Howard County Office of Human Resources

Kevin Ochall

Baltimore City Council- Office of Mark Conway

Aaron Okafor

City of Hyattsville

Gialena Osborne

Maryland Access to Justice Commission

Yasmin Page

Baltimore County Police Department
Center for Families, Children the Courts

Maria Paulina Lopez Parra

Maryland Department of Transportation

Kahysha Patterson

Howard County Corrections

Paralaysia Peake

Maryland Commission on Civil Rights

Gialena Osborne

Maryland Access to Justice Commission

Yasmin Page

Baltimore County Police Department
Center for Families, Children the Courts

Maria Paulina Lopez Parra

Maryland Department of Transportation

Kahysha Patterson

Howard County Corrections

Paralaysia Peake

Maryland Commission on Civil Rights

Sabrina Pereira

University of Baltimore Law Clinic Maryland
Insurance Administration

Seth Perlow

Downtown Partnership of Baltimore

Ximena Pinedo

Maryland Commission on Civil Rights

Sharon Pinkney

SEEK Empowerment
Maryland Commission on Civil Rights

Michael Raup Jr.

Maryland Department of Emergency
Management

Rhea Rene

Howard County EcoWorks
Innovation Works

Jayden Rhodes

Baltimore City Mayor's Office of LGBTQ Affairs
STEAM Your Dreams

Ayanna Roberts

Innovation Works

Katelan Robinson

Central Baltimore Partnership

Daniel Rojas

Howard County Office of Human Resources

Justice Rowlette

Baltimore County Police Department

Bassin Sall

Changing Lives at Home Inc.

June Carolyn Sasu

Maryland Commission on Civil Rights

Timothy Shorts

Governor's Office of Small, Minority, & Women
Business Affairs

Symone Sobers

Park Height Renaissance

Chrystiana Soglo

Holy Cross Health- Patient and Family Relations

Ifeoluwamide Sokoya

Maryland Department of Juvenile Services

Larissa Speaks

Maryland Department of the Environment

Tiana Squires

Baltimore City Police Department

Nishat Tarannum

Maryland Department of General Services

Caresha Taylor

City of Laurel

Shatice Taylor

Baltimore County Police Department

Ivana Tchiyka Tiayack

Baltimore City Department of Human Resources

Kyra Thorne

Howard County Corrections

Harmony Thornton

Center for Families, Children the Courts

Cinda Torres

Baltimore City Department of Human Resources

Anujin Tuvshintugs

City of Laurel

Brandon Uebel

Office of Lieutenant Governor Aruna Miller

Nancylynn Ward

Maryland Commission on Civil Rights

Meagan Wheatley

Baltimore City Council- Office of Sharon Middleton

Robert White

Healthy Neighborhoods
Dominion Community Development Corporation

Takamira Williams

Governor's Office of Small, Minority, & Women
Business Affairs
Comptroller of Maryland

Jamarr Wilson

Roberta's House

Nyeri Wilson

Baltimore County Police Department

Maryland Certified Public Manager® Program: Statewide Impact



Schaefer Center for Public Policy Executive Director Dr. Ann Cotten, CPM Graduate Nick Rodricks, and University of Baltimore President Kurt Schmoke



CPM participant working on an activity during one of the 2025 leadership luncheons



CPM participants during a leadership luncheon

The Maryland Certified Public Manager® (CPM) Program, offered by the Schaefer Center for Public Policy at The University of Baltimore, is a nationally accredited leadership development initiative dedicated to empowering Maryland's public service professionals. This rigorous program equips leaders with essential management skills to navigate the complex challenges of modern governance.

Key features of the Maryland CPM Program

- Comprehensive Curriculum: A 300-hour, competency-based, academically grounded, and job-relevant program designed to build core leadership and management capabilities.
- Results-Driven Capstone Projects: Participants complete individual capstone projects aimed at enhancing agency performance, reducing costs, or increasing revenue, ensuring practical application of learned skills.
- Proven Impact: The program consistently enhances performance standards and promotes best practices for public and nonprofit sector managers.

Launch of the Maryland Certified Public Manager® (CPM) Association

In April, the Schaefer Center launched the Maryland Certified Public Manager® Alumni Association. The program was designed specifically for graduates of our academic and professional Maryland Certified Public Manager® (CPM) Program and as a hub for lifelong learning and professional connection. It provides a structured platform for:

- Continued Professional Development: Access to exclusive events and training opportunities
- Strategic Mentorship: Pairing established public sector leaders with the next generation of change-makers.
- Collaborative Impact: Facilitating cross-sector networking to solve Maryland's most pressing policy challenges.

CPM Candidate & Alumni Impact

Maryland Certified Public Manager® Alumna Chichi Nyagah-Nash, Appointed Deputy Chief of Staff, Maryland Governor's Office

Chichi Nyagah-Nash Cohort 4 graduate, was appointed Deputy Chief of Staff by Governor Wes Moore. Deputy Chief of Staff Nyagah-Nash, previously the deputy secretary of Maryland's Department of General Services, began her role in October 2025. As deputy chief of staff, Nyagah-Nash oversees several key areas, including environmental protection, transportation, general services, information technology, and energy.



CPM Graduate ChiChi Nyagah-Nash with Executive Director Dr. Ann Cotten

Maryland Certified Public Manager® Alumnus Zak Shirley, Helps Secure Settlement for Healthcare Centers Across Maryland

Maryland Attorney General Anthony G. Brown announced in December 2025 a \$400,000 settlement with Orchard Hill Rehabilitation and Healthcare Center following allegations of substandard resident care and violations of the Maryland False Health Claims Act. The investigation, led by Zak Shirley, Director of the Medicaid Fraud and Vulnerable Victims Unit, uncovered serious deficiencies including inadequate wound care, poor nutrition and hydration, and insufficient staffing levels that compromised patient safety. Attorney General Brown specifically recognized Director Shirley and his investigative team for their work on the case, which ensures the facility will now undergo three years of corporate oversight and regular third-party evaluations to protect its vulnerable residents. This is in alignment with the capstone that Director Shirley completed during his time in Cohort 19.



CPM Graduate Zak Shirley giving his Capstone Presentation at his CPM graduation

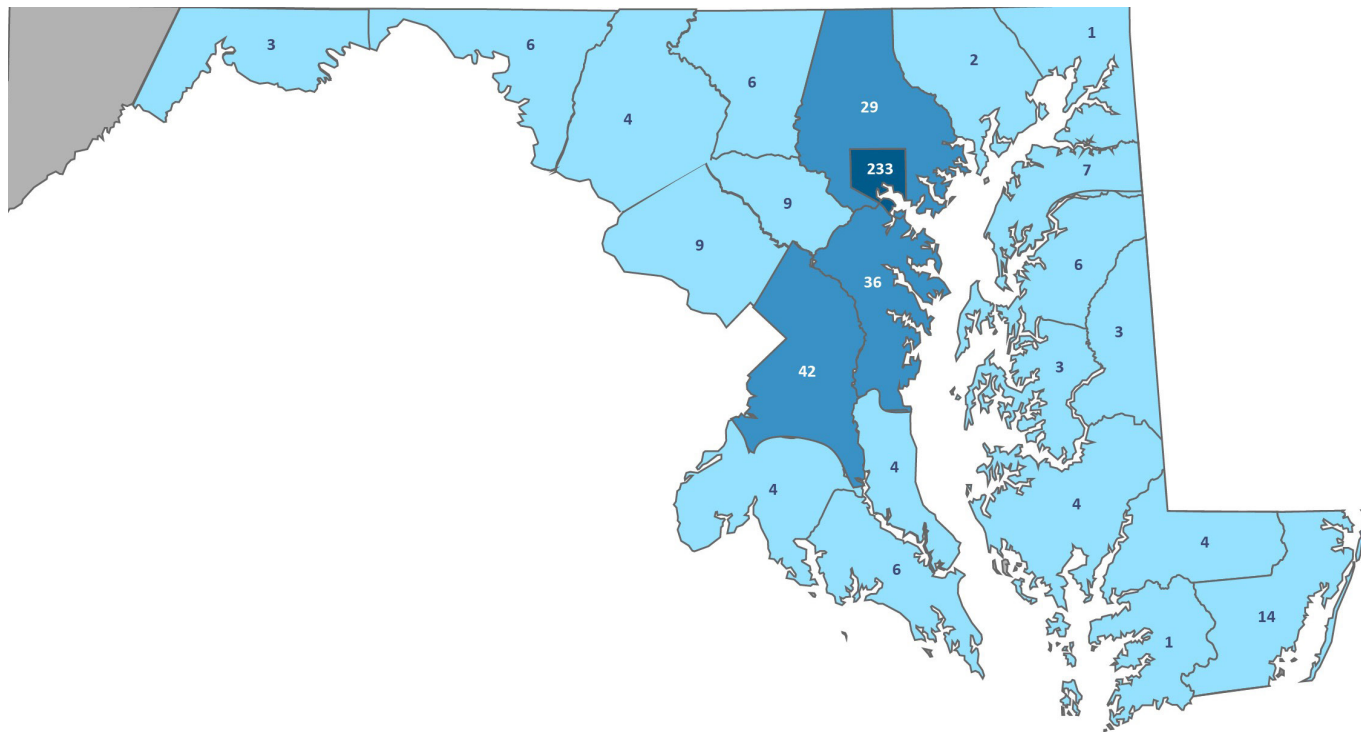
Maryland Certified Public Manager® Alumnus Randy Wells Named *Baltimore Banner* 2025 Emerging Leader

Randy Wells, Cohort 20 graduate, was named one of *The Baltimore Banner's* 2025 Emerging Leaders. Mr. Wells has demonstrated exceptional leadership through his roles as UBalt President of the Student Events Board and his previous service with the Student Government Association. In addition to his academic achievements, Mr. Wells serves as a Community Engagement Liaison for the Housing Authority of Baltimore City, specifically supporting the redevelopment of Poe Homes and providing vital resources to residents. His commitment to the community further extends to his role as Vice President of the Board of Directors for the I AM ME Project, a local nonprofit dedicated to empowering young women.



CPM Graduate Randy Wells with University of Baltimore President Kurt Schmoke at his CPM graduation

Maryland Certified Public Manager® Program: Enrollees by Jurisdiction (2012 - 2025)



***Enrollees are shown by jurisdiction of their work location. State government employees are generally shown in Baltimore City, unless their work location is outside of the city.**

The Maryland Certified Public Manager® Program enrolled managers from state, county, municipal, and nonprofit organizations from across the state. Graduates of the class of 2025 are listed below and on the next two pages.

Maryland Certified Public Manager® Program Class of 2025

Julianna Allen

Business Services Manager
Lower Shore Workforce Alliance

Cassidy Anderson

Agency Operations Manager
Baltimore City Mayor's Office of Neighborhood Safety and Engagement

Jasmine Armstrong

Director of Fiscal Operations
Baltimore City Mayor's Office of Employment Development

Sherry Baynes

Chief Financial Officer
Maryland Department of Labor

Jennifer Bell

Sergeant
Baltimore City Police Department

Sara Bender

Director, Disaster Risk Reduction
Maryland Department of Emergency Management

Megan Benjamin

Lead Planner/Land Preservation Administrator
Baltimore County Department of Planning

Deirdre Berry

Systems of Care Director
Anne Arundel County Partnership for Children, Youth and Families

Shannon Bettleyon

Government Affairs Associate
Maryland Environmental Service

Lashika Bonner

WIOA Program Manager
Lower Shore Workforce Alliance

Timothy Bourcier

Deputy Director of Planning and Zoning
Harford County Government

Alisa Bralove-Scherr

Attorney Mediator for the Public Access Ombudsman
Maryland Office of the Attorney General - Division of
Consumer Protection

Lorraine Breining

Acting Senior Manager
Montgomery County Public Schools

LaTayia Brown

Employee and Labor Relations Specialist
Baltimore County Office of Human Resources

Camille Burke

Deputy Chief Operating Officer
Baltimore City Health Department

Danielle Burton

Chief
Baltimore City Office of Equity and Civil Rights

Amy Butwin

Senior Manager, Shared Services
Baltimore City Department of Human Resources

Inez Capone

Director, Council Finance Office
Prince George's County Council

Ashia Caraway

Chief of Staff
Baltimore City Council

Purnell Carter, Sr.

Technical Director, Broadband and Digital Equity
Baltimore City Information & Technology

Kasey Chisholm

Grant Manager
Baltimore City Department of Housing and Community
Development - Development Division

Milton Cox, Jr.

Executive Administrative Manager
Baltimore City Mayor's Office of Children and Family
Success

Leah Dyson

Grants Manager
Town of Ocean City

Jennifer Eastman

Director, Community Living Policy and Programs
Maryland Department of Disabilities

Roslyn Esperon

Manager of Evaluation and Audience Impact
The Walters Art Museum

De'Ara Graves

Program Manager
Maryland Department of Aging

Jaclyn Hartman

Assistant Secretary for Transportation Investments
Maryland Department of Transportation

Amanda Henry

Strategic Workforce Unit Manager
Maryland Department of Transportation - State
Highway Administration

Ashelle Henry

Deputy Director
Baltimore City Mayor's Office of Community Affairs

Meredith Hill

Deputy Director of Asset Management
Maryland Department of Transportation - State Highway
Administration

Sophia Hosain

Zero Waste Manager
Baltimore City Department of Public Works

LaSandra Jackson

Operations Officer II Homeless Management Information
System Manager
Baltimore City Mayor's Office of Homeless Services

Lauren Jackson

Project Manager
Baltimore City Mayor's Office of Recovery Programs

Alisa Jordan

Chief, Classification and Compensation
Baltimore City Department of Human Resources

Michele Josey

Chief Executive Officer
Growing America's Youth, Inc.

Kerry Kavaloski

Town Clerk
Town of Sykesville

Troy King

Chief of Procurement
Baltimore City Department of Public Works

Allison Layton

City Clerk/Assistant City Administrator
City of Cumberland

Matthew Leone

Division Chief, Construction Contracts Administration
Baltimore County Department of Public Works and
Transportation

Karen Luffman

Director of Finance
Town of Centreville

Christina Lyerly

Section Head, Chesapeake Bay Restoration
Maryland Department of the Environment

Brandy Matthews

City Manager
City of Pocomoke City, MD

Jenna Meini

Procurement Director
Maryland State Department of Education

Phillip Mellerson

Director of Automated Traffic Violation Enforcement
System
Baltimore City Department of Transportation

Molly Mesnard

Deputy Director, CTE Committee
Governor's Workforce Development Board

Hal Metzler

Senior Deputy Director of Public Works
City of Hyattsville

Frank Miller

Director, Special Events
Town of Ocean City

Mark Millsbaugh

Director
Baltimore County Department of Social Services

Fernando Moore

Deputy Assistant Director
Maryland Department of Human Services - Family
Investment Administration

Kendra Moore

Chief of Programming
Baltimore City Recreation and Parks

Nathan Moore

Division Chief, Engineering Geology Division
Maryland Department of Transportation

Laura Murray

Clinical Supervisor
Grace Medical Center - LifeBridge Health, Inc.

Alexis Newby

Interim Director
Baltimore City Mayor's Office of LGBTQ Affairs

Christopher Parris

Manager
Maryland Department of Transportation - Maryland
Transportation Authority

Tierra Pearson

Deputy Agency Fiscal Officer
Baltimore City Information & Technology

Sherrie Phillips Byers

Chief of Nursing Services
Baltimore County Department of Health

Fatimah Pierce

Deputy Executive Director
Maryland Department of Labor

Nick Rodricks

Bureau of Solid Waste Chief
Baltimore County Department of Public Works and
Transportation

Sandra D. Shephard

Director of Community Services & Programs
City of Hyattsville

W. Zak Shirley

Director, Medicaid Fraud and Vulnerable Victims Unit
Maryland Office of the Attorney General

Manmohan Singh

Engineer Supervisor
Baltimore City Department of Transportation

Tara Smith

Director of Marketing
Department of Public Safety and Correctional Services -
Maryland Correctional Enterprises

Shonkaye Stanley

Deputy Chief of Bureau of Risk Management
Baltimore City Department of Finance

Alicia Sweeney

State Fleet and Travel Administrator
Maryland Department of Budget and Management

Ashley Teagle

Chief Executive Officer
Southern Maryland Regional Library Association

Khrystine Thomas

Director of Finance
Maryland Department of Human Services - Baltimore City
Department of Social Services

Tyjuan Thompson

Director of Youth Services
Anne Arundel County Partnership for Children, Youth &
Families

Holly Wahl

Town Manager
Town of Oxford

Tiffany Walker

Programs & Special Projects Manager
Baltimore City Department of Public Work - Bureau of
Water and Wastewater

Dominick Watters

Police Lieutenant
City of District Heights Police Department

Merl Webster

Procurement Business Partner
Maryland State Department of Education

Randolph Wells, III

Community Engagement Liason
Housing Authority of Baltimore City

Maisha Williams

City Administrative Officer
City of New Carrollton

Sydnee Wilson Ruff

Executive Director
Blue Water Baltimore

Sheronda Winborne

Deputy Chief

Urooj Zafar

Assistant District Engineer
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Applied Research Highlights

Completed Research Projects

The Schaefer Center advances evidence-based research to support informed decision making. In 2025, the Research Division completed seven projects and continued work on three additional initiatives. Highlights of these projects are summarized below.



Maryland Department of Public Safety and Correctional Services - Parole and Probation Agent Workload Study

The Center conducted a detailed workload study of 153 parole and probation agents over four weeks, capturing more than 36,000 time entries and analyzing supervision caseloads. Findings informed staffing recommendations and included sensitivity analyses to reflect changes in supervision practices.



Maryland Department of Emergency Management - Funding Formula Evaluation

The Center completed a comprehensive evaluation of

funding distribution formulas for the Emergency Management Performance Grant (EMPG) and State Homeland Security Grant Program (SHSGP). The project assessed current allocation methodologies, reviewed risk and vulnerability frameworks, and developed alternative funding models based on best practices and feedback from local emergency managers collected via an online survey. The final report provided evidence-based funding formula recommendations.



Maryland Department of Labor - Evaluation of the Commission of Real Estate Appraisers, Appraisal Management Companies, and Home Inspectors

The Center evaluated the Commission's compliance with statutory requirements and addressed concerns about potential racial bias in home appraisals, in response to legislation by the Maryland General Assembly. The study included an analysis of external reviews of the Commission, a review of licensee audits and complaints received by the Commission, interviews with Commission members, and a survey of licensed professionals.



Maryland Department of Transportation - Employee Engagement Survey

The Center conducted an employee engagement survey of over 10,000 Maryland Department of Transportation employees. The survey explored work climate; job roles; career growth and development opportunities; physical and psychological safety; satisfaction; commitment and identity; and burnout. Summary and Technical reports provided actionable recommendations. A secure Power BI dashboard displaying the survey results was developed for agency leadership and HR staff to support their work to improve employee engagement.

Maryland Department of Legislative Services - Apprenticeship 2030 Commission

In 2024 and 2025, the Center staffed the Apprenticeship 2030 Commission, supporting its work to expand Registered Apprenticeships in Maryland to at least 60,000 apprenticeships by 2030. The Center provided research and analytical support, including a statewide survey of employers and labor unions. The Commission's final report, issued in March 2025, included 23 recommendations to advance the state's apprenticeship goals.

Completed Projects Continued



THE
MARYLAND
MUNICIPAL
LEAGUE

Maryland Municipal League - Municipal Service Delivery in Maryland

The Center partnered with the Maryland Municipal League to assess the services provided by Maryland's 157 incorporated municipalities, resident usage, and associated costs. The Center's research team documented the provision of 15 major services by Maryland's incorporated municipalities through internet research and supplemented this information with a survey of municipal representatives. Findings were presented in a written report and at MML's annual State of the Municipality event in December.



MARYLAND
NURSERY, LANDSCAPE
AND GREENHOUSE
ASSOCIATION, INC.

Maryland Nursery, Landscape, and Greenhouse Association - 2024 Statistical Profile and Industry Survey

On behalf of the Association, the Center conducted an economic impact survey of Maryland's horticultural sector, examining industry growth, sales trends, regional distribution, workforce composition, and conservation practices. The research culminated in the Maryland Horticulture Industry 2024 Statistical Profile and Economic Survey report.



UNIVERSITY OF
BALTIMORE

University of Baltimore - Admitted Student Survey and Title IX Survey

The Center continued its support for the University of Baltimore by administering the Spring and Fall Admitted Student Surveys for Enrollment Management and the biennial Title IX Survey for the Office of Student Support and the Office of Government and Public Affairs.

Ongoing Research Projects



City of Baltimore - American Rescue Plan Act (ARPA) Evaluation

The Center continued its evaluation of five ARPA-funded projects for Baltimore City, utilizing surveys, focus groups, interviews, and document reviews. Interim reports were produced for four projects in 2025, with final reports scheduled for summer 2026.



Rural Maryland Council - Resident Survey

The Center is conducting a survey of rural Maryland residents to inform the Council's legislative and funding priorities for the Maryland Agriculture Education & Rural Development Assistance Fund (MAERDAF) and the Rural Maryland Prosperity Investment Fund (RMPPIF).



Executive Director Dr. Ann Cotten and Assistant Director of Research, Sarah Ficnek visit Delaware Elevator for the Apprenticeship 2030 Commission

2025 Staff and Graduate Fellows



Group photo of 2025 staff and graduate fellows at the William Donald Schaefer Conference and Awards Ceremony

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2025 Schaefer Center Advisory Board



Chichi Nyagah-Nash Advisory Board Member, with James-Christian Blockwood at the William Donald Schaefer Conference



Ann Cotten, Executive Director, with Ryan Fredriksson, Advisory Board Member



R. Dean Kenderdine, Advisory Board Member, during the William Donald Schaefer Conference and Award Ceremony

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Michael Golden (Vice Chair)

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Maryland State Retirement and Pension

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