

MARGARET DIXON HARRELL

CAREER SUMMARY:

Results-driven leader with experience in healthcare and social services across for-profit, non-profit, and governmental sectors. Expertise in resolving complex disputes, developing actionable plans, conveying information/knowledge across multiple audiences and enhancing organizational effectiveness. PhD in Organizational Development.

WORK EXPERIENCE:

- U.S. DEPARTMENT of HEALTH and HUMAN SERVICES** **Chicago, Illinois**
Grants Management Officer: Administration for Children and Families 08/2019-07/2025
- Provide leadership and guidance for the grants team regarding administrative and financial areas of grants administration for 25 states, 50 Tribal Governments and 3 territories.
 - Aid in the development, implementation, and evaluation of program plans; strategies, regulations, announcements, guidelines, and procedures applicable for 29 Child Welfare programs in Administration for Children and Families (ACF) grants portfolio
 - Oversee award processes for 29 grant programs of more than 4 billion annually
 - Responsible for coordinating the review and update of supplemental terms and conditions with multiple offices (program offices, grants policy, general counsel) to ensure all issues were resolved and updated terms and conditions were published.
 - Worked on various adjunct projects such as 1) panelist for New Employee Orientation, 2) adjunct coach for ACF Innovation Accelerator, 3) pilot member for ACF Health and Wellness initiative, 4) led training initiative for Grants department
- Senior Analyst: Employee Experience and Wellness 04/2024-11/2024
Administration for Children and Families
- Led Culture Change within ACF as part of the Employee Experience (EX) & Wellness team by: 1) working to ideate and pilot innovative programs; 2) applying and adapting learnings from pilot; and 3) continued innovation and scaling of programs aimed at advancing ACF's organizational health
 - Built coalition of forward-thinking leaders thru Resilience project by partnering with Wellbeing Champions" to test/launch programs that identified methods and measures such that "Wellbeing champions" were empowered to infuse these "survival skills" for individual, team and organizational perspectives. Identified methods and measures for sustainability and growth
 - Leveraged supervisory experience in consultative capacity with EX & Wellness Education Lead by providing insights to enhance existing "new supervisor" programs and monitoring and scaling lessons learned from all supervisor training programs
- Team Leader: Administration for Children and Families 03/2015-08/2019
- Provided leadership, guidance, and direct the activities of grants team on operational and fiscal areas of grants administration for 6 states and 34 tribes.
 - Serve as back-up leader for the grants team on operational and fiscal areas for 265 Head Start and Early Childhood agencies.
 - Serve as regional expert for mandatory grants dispute resolution which has included work with states regarding discrepancies in demonstration waiver amounts, and complex audit findings that have involved policy discussions and decisions.
- Management & Program Analyst: Administration for Children and Families 06/2009-02/2015
- Provided fiscal oversight responsibilities for mandatory and discretionary grant programs to ensure the effective fiscal administrative operations of grantees.
 - Served as primary source of interpretation and guidance to grantees regarding the application of fiscal related laws and regulations
 - Researched and analyzed information from a wide variety of Federal laws, regulations and/or executive orders and present findings to senior leaders that are applicable to the administration of Agency's programs.
 - Projected, analyzed and advised direct management and other Agency leaders on the potential effects of financial actions on National program visibility and the attainment of Agency objectives
- U.S. DEPARTMENT of HOUSING and URBAN DEVELOPMENT** **Chicago, Illinois**
Senior Management Analyst; Field Policy and Management 4/2016-9/2016

Competitively selected for Presidential Management Council rotation focused on developing leadership skills for Selective Executive Service potential candidates.

- Project Management responsibilities for 10 different initiatives that included: Habitat III, Workforce Development Nonprofit and Community Empowerment Summit, Summer Feeding Program, Prevention of Human Trafficking, FHA Distressed Asset Sales, Midwest Interagency Council on Homelessness, Homelessness Prevention for Women and Partnership for Sustainable Communities.
- Drafted Summary Report for “Learning from the City; Midwest Regional Convening” of Habitat III held 04/01/16. This convening was part of United Nations Conference on Housing and Sustainable Urban Development held in Quito, Ecuador. The draft summary informed national leaders on the complex, wide-ranging challenges and the opportunities in 21st Century cities.
- Worked as part of the Strong Cities, Strong Communities place-based initiative in Gary Indiana; focused on the workforce development; for HUD Section 3 and SBA HUBZone. The event resulted in tripling the number of registered small business owners for these programs. Drafted the summary report for Workforce Development used as an authoritative guide to help inform other placed based initiatives focused on workforce development.
- Planned and implemented region-wide Nonprofit and Community Engagement Summit held in Milwaukee. The convening brought together 200 on-site and 220 virtual participants from local governments, philanthropic, nonprofits, private industries to identify best demonstrated practices to maintain healthy and resilient neighborhoods. Created the summary report for the Nonprofit and Community Engagement Summit which provided guidance to inform strategic priorities related to single family housing.
- HUD Project lead for Summer Feeding Program: worked with Food and Nutrition Services of USDA to facilitate site registration for Summer Feeding Program in HUD-assisted Housing Programs and HUD faith-based partner organization.
- Worked with HHS/ACF, Housing Authorities and Service providers to identify ways to remove housing barriers related to Human Trafficking Survivors. Developed the first plan in the nation with public housing vouchers to support Human Trafficking programs. Selected to present for nationwide audience regarding Leveraging Strategic Partnerships to Assist Human Trafficking
- Served as Subject Matter Expert (SME) for HRSA Healthy People 2020; Social Determinants of Health review which focused on Housing Stability; reviewed annotated and abridged bibliographies to identifying gaps in research and to recommend articles, authors and/or other contacts to support the research.

AMERICAN ASSOCIATION OF ENDODONTICS (AAE)**Chicago, Illinois**Project Manager

11/2007-11/2008

- Contracted to facilitate process for the selection and implementation of Distant Learning System.
- Contracted to facilitate the planning and design of International Consensus Conference

GIFT OF HOPE ORGAN & TISSUE DONOR NETWORK**Elmhurst, Illinois**Director of Tissue Recovery

04/2004- 06/2007

- Improved operational performance of tissue recovery organization with following results:
 - 25% reduction of procurement errors (below national standards), maximized consent to recovered tissue ratios by 12% & minimized contamination levels by 15%.
- Increased donation rates by 11% in tissue Donor Service Area of 11.4 million people.
- Designed & implemented training program for tissue recovery staff.
- Performed all aspects of management for tissue recovery staff of 33 FTE located throughout Illinois which included setting performance goals, assigning projects and evaluations.
- Ensured adherence of regulatory rules and peer standards and received re-accreditation stipulated by FDA, AATB and AOPO.
- Planned and implemented new procedures for an on-site OR and recovery of skin and surpassed annual estimate within 6 months.
- Committee Member for “Tissue Collaborative” which modeled from Initiative by HRSA.

BAXTER HEALTHCARE**Deerfield, Illinois**Director of New Business Initiatives (2001-2003)

- Developed launch strategies, trained and implemented new tools and technology for the global organization that produced incremental savings of 22%
- Created strategies/priorities, implemented and managed Baxter’s supplier diversity program

- Designed, introduced and managed customer service organization
Director of Supplier Management (1999-2001)
- Implemented strategy for long term supplier relationships while delivering \$16.5 million in savings
- Developed communication channels to advance department's effectiveness
- Developed structure and managed unit of twelve contract managers in US and Europe
- Certified Examiner for Baxter's Operational Excellence (Quality) program
Project Leader (1998 -1999)
- Led cross divisional and global teams in procurement process; incremental savings of 8%
- Developed and implemented communication plans to educate and influence employees
- Identified and quantified new sourcing opportunities
Manager New Business Initiatives and Training (1996-1998)
- Led cross divisional Call Tracking system procurement team
- Co-led the integration of Ohmeda acquisition for Customer Service Group
- Managed the divestiture of Nestle product line from Customer Service ensuring smooth transition
- Developed training programs which resulted in a decrease of two days in Accounts Receivable
Process Innovation Team Leader (1995-1996)
- Developed compliance tracking system which was included in contract for largest customer
- Co-led project for the creation and implementation of National Customer Call Center
- Developed Human Resources policies/procedures and managed interviewing, evaluation and hiring of over 70 people for centralized Call Center
- Re-Engineered "Product Return" process resulting in a 10% increase in customer satisfaction
Region Manager (1994-1995)
- Managed day to day operations within the consulting organization
- Developed and implemented training programs for the entire organization
- Managed consulting projects and developed consultants for Northwest Region; 6 states
- Designed consulting engagements, negotiated fees and payment structure for Northwest Region
Sr Consultant (1990-1994)
- Led consulting engagements in hospitals focused on enhancing operational excellence

COMMUNITY SERVICE EXPERIENCE:**ENDEAVOR HEALTH SYSTEM****Evanston, Illinois**System Board Trustee

01/2020 – 12/2025

- Member of 15 person appointed board for 3rd largest IL community based health system
- Chair Quality Committee for Elmhurst Memorial Hospital (EMH)
- Co-Chair South Regional Board (includes Elmhurst, Edwards and Linden Oaks)

DuPAGE COUNTY BOARD OF HEALTH**Wheaton, Illinois**Board Member

09/2023- Current

- Member of 9 person appointed board of public health for citizens in DuPage County

BackYard Caucus**Elmhurst, Illinois**Co-founder

05/2020- current

A non-partisan community based DEI organization to make Elmhurst a more welcoming community

- Published book 06/2021 Stories of Race in Elmhurst
- Facilitate discussions with local government and other community organizations on DEI initiatives

ELMHURST UNIVERSITY**Elmhurst, Illinois**Adjunct Professor

01/2019 – 06/2023

- Develop curriculum and teach on-line course to MBA students

ELMHURST COMMUNITY SCHOOL DISTRICT #205**Elmhurst, Illinois**School Board Member

04/2013- 05/2021

- Member of 7 person elected volunteer board to establish policies for the pre-kindergarten through twelfth grade unit school district.
- Served as lead negotiator and mediator representing Board of Education in teachers' union contract for over 600 certified employees.
- Planned community forums which hosted over 400 participants to clarify the vision and key educational priorities for our district.

- Delegate for the Illinois Association of School Boards and served as the voting representative for issues regarding state-wide regulations, policies and procedures.

EDUCATION:

BENEDICTINE UNIVERSITY

Lisle, Illinois

PhD: Organization Development

NORTHWESTERN UNIVERSITY

Evanston, Illinois

(J. L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT)

Masters of Management: Marketing, Economics, and Hospital and Health Services

NORTHWESTERN UNIVERSITY

Evanston, Illinois

Bachelor of Science: Bio-Medical Engineering

Additional coursework completed:

- Mediation Training: Federal Mediation and Conciliation Service
- Mediation Training: Chicago Center for Conflict Resolution
- Federal Grants/Contract Management coursework such as Advanced Cost Principles, Appropriation Law, Federal Assistance Law and Contractor Officer Representative courses
- Change Management and Organization Development seminars thru Benedictine University.
- Illinois Association of School Boards; Master School Board member credentials

OTHER ACTIVITIES/AWARDS:

Detailee; Affordable Care Act implementation team; HHS Office of the Secretary (2014)
Board Member; York Community High School Athletic Boosters (2010-2014)
Co-founder; YSET (Community Based Grant Making Organization) (2010-2012)
Co-facilitator; YSAT (students, staff and community that review high school policy) 2010-2019
Council Member: Mary Queen of Heaven Parish (2018-2021)
Member; Organization Development Network and Academy of Management
Mentor; Partners for Success (Alternative school for students in DuPage County; (2003-2009)
Mentor; Northwestern University Alumni Mentoring Program; (2005-2010)
Mentor; Tuskegee University Mentoring Program (2015-2019)
Lecturer; Elmhurst College, Organizational Communication September 2014
Lecturer; Elmhurst College; Organizational Communication September 2013
Lecturer; Loyola University; Decision Making and Health Policy October 2008
Lecturer; Aurora University; Spirituality's role in Executive Decision Making March 2007
Lecturer; Shared Services conference on Reverse Auction Technology May 2003
Interviewed; Baxter's 2003 Sustainability Report & IOMA (Supply Chain Magazine-08/03)
Author; "Maximizing Consulting Benefits", *Surgical Services Magazine*, July 1993
"Consultative Selling" certificate from Houston Partners International 2008