

ELIZABETH KEYES

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EDUCATION

Georgetown University Law Center, J.D. *magna cum laude*, 2004.

Honors: Public Interest Law Scholar; Order of the Coif
Recipient of the Jan Stransky Award (for commitment to public service) and the Jeffrey Crandall Award (to honor a graduating student committed to public interest law)

Princeton University, Princeton School of Public and International Affairs, M.P.A., 1998.

Specialization in International Development.

Honors: Sasakawa Young Leaders Fellow

Carleton College, B.A., *magna cum laude*, 1994. Major in African Development Studies.

Thesis: *The Impact of Structural Adjustment on Women in Zambia's Informal Sector*

Honors: Richter Fellow, David John Field Prize

TEACHING EXPERIENCE

UNIVERSITY OF BALTIMORE SCHOOL OF LAW, Baltimore, MD

Associate Dean for Academic Affairs, 2025--present

Professor of Law, 2022—present

Associate Professor and Director of Immigrant Rights Clinic, 2017—2022

Assistant Professor and Director of Immigrant Rights Clinic, 2012—2017

- Teaching: Civil Procedure, Introduction to Lawyering Skills, Immigration Law, Professional Responsibility, Rules and Reasoning, and Comparative Human Rights. Directed the Immigrant Rights Clinic 2012-2022.
- Institutional Service: Teaching Excellence Committee (Chair, 2023-2025); Ad Hoc Committee on DEIB (Chair, 2023-25); Appointments (Chair, 2020-2023); Law school representative to the University's Middle States Accreditation committee on teaching; Admissions, Curriculum, Angelos Scholars, and other committees. Faculty Advisor for Immigration Law Association (2012 through present); Disabled Law Students Association (2023-24); Parents in Law School (2017-2021); and Latin American Law Students Association (2015-2016).
- University Teaching Scholar in Residence (2024-25)

AMERICAN UNIVERSITY WASHINGTON COLLEGE OF LAW, Washington, DC

Practitioner-in-Residence, July 2009—June 2012

- Taught and supervised in the Immigrant Justice Clinic, an in-house clinic for 16 student attorneys focusing on immigration and immigrants' rights cases and policy work, including such matters as removal defense, asylum, racial profiling by police, federal tort claims, discrimination in public education, workers' rights, and human trafficking cases.
- Taught Immigration and Naturalization Law (Fall 2011, Spring 2012); Advanced Immigration: Ethics and Reform (seminar) (Spring 2010).
- Co-coordinated the ongoing Mid-Atlantic Clinical Scholarship Workshop series (August 2010 through June 2012).

AWARDS AND HONORS

- 2025 University of Baltimore School of Law Faculty Teaching Award
- 2024 James May Faculty Award (awarded by the Student Bar Association)
- 2023 University of Baltimore President's Award
- 2019 Maryland Hispanic Bar Outstanding Achievement Award
- 2018 University of Baltimore School of Law Service Award
- 2012 American University Public Interest Mentoring Award

SCHOLARLY PUBLICATIONS

- Elizabeth Keyes and Sabrina Balamwalla, *Clinics and Emergencies*, 31 CLINICAL L. REV. 1 (2024)
- Elizabeth Keyes, *Duress in Immigration Law*, 44 SEATTLE U. L. REV. 307 (2021) (reprinted in IMMIGR. BRIEFINGS 1 (Mar. 2021)).
- Elizabeth Keyes, *Hamilton's Immigrant Story Today* in LISA TUCKER (ED.), HAMILTON AND THE LAW: READING TODAY'S MOST CONTENTIOUS LEGAL ISSUES THROUGH THE HIT MUSICAL (Cornell Univ. Press, 2020)
- Elizabeth Keyes, *Environmental Refugees? Rethinking What's in a Name*, 44 N. CAR. J. OF INT'L L. 461 (2019).
- Elizabeth Keyes, *Unconventional Refugees*, 67 AM. U. L. REV. 89 (2017)
- Elizabeth Keyes, *Evolving Contours of Immigration Federalism: The Case of Migrant Children*, 19 HARVARD LATINO L. REV. 33 (2016).
- Elizabeth Keyes, *Deferred Action: Considering What is Lost*, 55 WASHBURN L. J. 129 (2016).
- Elizabeth Keyes, *Zealous Advocacy: Pushing Against the Borders in Immigration Litigation*, 45 SETON HALL L. J. 475 (2015).

- Elizabeth Keyes, David Koelsch, Alejandro Posadas, *Clinical Legal Education: A (Brief) Comparison of the Evolving Structures and Pedagogy in Mexico, Canada and the United States*, 3 U. DETROIT MERCY L. REV. ONLINE 1 (2015).
- Elizabeth Keyes, *Immigration Reform and Race, Then and Now*, 57 HOWARD L.J. 899 (2014).
- Elizabeth Keyes, *Defining American: The DREAM Act, Immigration Reform and Citizenship*, 14 NEVADA L. J. 101 (2014).
- Elizabeth Keyes, *Examining Maryland's Views on Immigrants and Immigration*, U. BALT. L. FORUM (2013).
- Elizabeth Keyes, *Beyond Saints and Sinners: Discretion and Narrative in Immigration Law*, 26 GEO. IMMIGR. L. J. 207 (2012).
- Elizabeth Keyes, *CASA of Maryland and the Battle Regarding Human Trafficking and Domestic Worker Rights*, 7 U. MARY. L. J. RACE, RELIGION, GENDER AND CLASS 14 (2008) (symposium edition).
- Elizabeth Keyes, *Expansion and Restriction: Competing Pressures on United Kingdom Asylum Policy*, 18 GEO. IMMIGR. L. J. 395 (2004).
- Elizabeth Keyes and Jason Strain, *Accountability in the Aftermath of Rwanda's Genocide*, in ACCOUNTABILITY FOR ATROCITIES (JANE STROMSETH, ED., 2003).

OTHER PUBLICATIONS

- Elizabeth Keyes, *What to do if hassled at the border - or ICE comes knocking?*, SIMPLE POLITICS, <https://kimwehle.substack.com/p/what-to-do-if-hassled-at-the-border> (Apr. 2025)
- Elizabeth Keyes, *We Broke It, We Own Out: Confronting our Climate Change Future*, THE ALCHEMIST MAGAZINE, at <https://www.alchemistmag.com/past-editions/we-broke-it-we-own-it-how-to-meet-the-climate-migration-future> (Nov. 2021).
- Jean Bruggeman and Elizabeth Keyes, MEETING THE LEGAL NEEDS OF HUMAN TRAFFICKING VICTIMS: AN INTRODUCTION FOR DOMESTIC VIOLENCE ATTORNEYS AND ADVOCATES (Amanda Kloer, Irena Lieberman and Robin Runge, eds.), ABA Commission on Domestic Violence (2008).
- Elizabeth Keyes, TIPS FOR APPEALING TO THE BIA (Andrea Siemens and Irena Lieberman, eds.), ABA Commission on Immigration Policy, Practice and Pro Bono (2005).
- Elizabeth Keyes and Naima Main, NATURALIZATION AND CRIMINAL OFFENSES, DETENTION, & REMOVAL: A LEGAL GUIDE FOR IMMIGRANTS & ADVOCATES (Andrea Siemens and Irena Lieberman, eds.), ABA Commission on Immigration (2004).

PRESENTATIONS, CONFERENCES AND TRAININGS

- Panelist, *Fostering Diversity and Academic Freedom Without Divisiveness, Inside the Classroom*, AALS New Law Teachers Conference (June 2025)

- Presenter, *Zealous Advocacy in Immigration Practice*, National Immigrant Justice Center (February 2025)
- Moderator, *Fostering Diversity and Academic Freedom Without Divisiveness*, AALS New Law Teachers Conference (June 2024)
- Presenter, *Clinics and Emergencies*, Midatlantic Clinical Conference (February 2024)
- Invited Participant, Temple University Workshop on HIROSHI MOTOMURA, ETHICAL BORDERS (January 2024)
- Organizer of all Citizenship and Migration Panels for Law and Society Annual Conference (July 2023)
- Panelist, *Disrupting Borders, Decentering States*, Law and Society Annual Conference (July 2022)
- Chair, *Lawyering, Legal Consciousness, and Social Mobilization*, Law and Society Annual Conference (July 2022)
- Panelist, *Let's Stay Ethical: Common Issues in Survivor-Focused Immigration Practice*, ASISTA, (June 8, 2022)
- Panelist, Environmental Law Society, University of Maryland School of Law (April 2022)
- Presenter: *Climate Migration and Duty*, University of Baltimore RED Talks (March 2022)
- Panelist: *Climate Migration*, Environmental Law Society, Columbia University School of Law (March 2022)
- Panelist, *Symposium--Our Planet, Our People: Identities Shaping Environmental Justice*, Journal of Gender, Social Policy, and the Law, American University Washington College of Law (March 2022)
- Panelist, *Environmental Justice Series: Climate Migration*, Duke University School of Law (March 2022)
- Panelist, *Climate Migration*, Orange County Bar Ass'n (Feb. 2022)
- Panelist, *The Coming Wave: Dealing with Climate Change and Global Migration*, University of Baltimore School of Law, UB Law in Focus (Nov. 2021)
- Panelist, *Afghanistan Aftermath: Faculty Perspectives*, University of Baltimore School of Law (Oct. 2021)
- Panelist, *Challenges to the Peaceful Transfer of Power*, University of Baltimore School of Law, UB Law in Focus Program (January 2021)
- Moderator, *ImmigRacism: How Does Immigration Law Manifest Racism and Impact Immigrant Communities?* University of Baltimore School of Law, UB Law in Focus Program (August 2020)
- Facilitator, *Racial Justice in Our Institutions*, AALS/CLEA Online Clinical Conference (July 2020)
- Invited Participant, *Workshop on Environmental Migration*, Brasilia, Brazil (sponsored by the Center for Latin American and Latino Studies) (Jan. 2020)
- Panel Moderator, *Immigration Control and Environmental Regulation: Toward Justice?*, AALS Annual Conference (Jan. 2020)

- Podcast Series Host, *Understanding Your Personal Practice Philosophy*, AMERICAN IMMIGRATION LAW ASSOCIATION (2019)
- Panelist, *Teaching Immigration Law*, Emerging Immigration Professors Workshop, Brigham Young University (June 2019)
- Podcast Guest, *Understanding Your Personal Practice Philosophy*, AMERICAN IMMIGRATION LAW ASSOCIATION (January 2019)
- Panelist, American Immigration Law Association Mid-Atlantic Chapter Annual Training, *Zealous Advocacy in the Trump Administration*, Maryland (November 2018)
- Planning Committee and Panelist, Emerging Immigration Scholars Biannual Workshop, Texas A&M (June 2017)
- Panelist, *Immigration in the Trump Era*, Maryland State Bar Association annual conference (June 2017)
- Presenter, *Trump's Executive Orders*, Maryland State Bar Association webinar (February 2017)
- Panelist, *Legal Context for Trump's Presidency*, Univ. of Baltimore School of Law (January 2017)
- Presenter, American University & National Science Foundation Workshop, *Country Conditions in Central America and Asylum Decision-Making* (January 2017)
- Panelist, Law and Society Annual Conference, New Orleans (June 2016)
- Works-in-Progress Committee Chair, Immigration Law Professor Workshop, Michigan State University (May 2016)
- Presenter, *Back to the Future: Engaging Communities through Individual Representation and Impact Litigation*, AALS Clinical Conference (May 2016)
- Panelist, *Challenges of Implementing Immigration Policy*, American Society of Public Administration Annual Conference (March 2016)
- Discussant, *Public Administration and Children: Exploring the Surge in Unaccompanied Migrant Children*, American Society of Public Administration Annual Conference (March 2016)
- Panelist, American Immigration Lawyers Association DC Chapter, *Challenging ICE Raids and Protecting your Client's Civil and Legal Rights* (January 2016)
- Faculty, Department of Justice, JusticeAmericorps National Training (November 2015)
- Organizer (with Judge John Gossart) and Panelist, Maryland Judicial Institute Training on Cultural Competence (September 2015)
- Organizer and Panelist, American Immigration Lawyers Association DC Chapter, *Storytelling in Immigration Practice* (August 2015)
- Organizer, Emerging Immigration Scholars Workshop, University of Miami (June 2015)
- Panelist, Montgomery County Bar Association Annual Conference (May 2015)
- Panelist, Maryland Partners for Justice Conference (May 2015)
- Panelist, American University Law Review, *Bordering on Legal Limits? A Symposium Analyzing the President's Executive Action on Immigration* (January 2015)

- Participant in White House Conversation on legal access for unaccompanied immigrant children and Central American migrant families (August 2014).
- Commentator, Biannual Immigration Professor Workshop, U.C. Irvine School of Law (May 2014).
- Leader of Concurrent Session, *Teaching the "I" in Community*, AALS Clinical Conference (May 2014).
- Moderator, Federal Bar Association, *Asylum Training*, American University Washington College of Law (February 2014).
- Panelist, *The New Civil Rights Challenges for Immigrants*, Howard University Law Journal 10th Annual Wiley A. Branton Symposium, Washington DC (October 2013).
- Commentator, Biennial LatCrit Conference, Chicago, IL (October 2013).
- Presenter, *Clinical Legal Education in the Americas*, Law in the Americas Symposium, University of Detroit Mercy (June 2013).
- Presenter, *Defining American* (Sharing Scholarship, Building Teachers Workshop, Albany Law School, February 2013).
- Panelist, *Anti-Immigration Policies and Civil Rights* (Mid-Atlantic People of Color Conference, University of Pennsylvania, January 2013).
- Moderator and Speaker, *Immigrant Integration in Maryland*, University of Baltimore Constitution Day (September 2012).
- Paper Presenter, *Beyond Saints and Sinners: Discretion and Narrative in Immigration Court*, 2011 Applied Legal Storytelling Conference, Denver, Colorado (July 2011).
- Moderator, Panel on Teaching Immigration Law, Emerging Immigration Scholars Workshop, American University Washington College of Law (May 2011).
- Presenter, *Saints and Sinners: Discretion and the Power of Narrative in the U.S. Immigration System*, Emerging Immigration Scholars Workshop, American University Washington College of Law (May 2011).
- Moderator, *Race, Class & Gender: Who's Not Covered under FLSA and OSHA* panel at "The 'New' American Workday" Symposium, American University Washington College of Law (April 2011).
- Moderator, Panel on *The New Illegitimacy: Revisiting Why Parentage Should Not Depend on Marriage*, American University Washington College of Law (March 2011).
- Paper Presenter, *Saints or Sinners? Discretion and the Power of Narrative in the U.S. Immigration System*, Clinical Law Review Workshop, New York, NY (October 2010).
- Co-Presenter, *U Visa Training*, U.S. Dep't of Justice, Office of Violence Against Women, Washington, D.C. (June 30, 2010).
- Featured Speaker, Pro Bono Resource Center of Maryland, Catholic Charities of the Archdiocese of Washington, *Training for Pro Bono Asylum Attorneys* (2010).
- Presenter, *Immigration Remedies for Domestic Violence Survivors*, in DC Bar Pro Bono Program Civil Protection Order Trainings, Washington, D.C. (2007 through 2009).

- Presenter, *The Challenges of Diplomatic Immunity*, in DC Bar Pro Bono Program Training on Civil Litigation for Trafficking Victims, Washington, D.C. (2006 through 2007).
- Co-Presenter, *T and U Visa Regulations*, Maggio-Kattar Immigration Community Forum, Washington, D.C. (January 2009).
- Co-Presenter, *Domestic Violence and Human Trafficking: What's the Connection?* American Bar Association, Washington, D.C. (October 21, 2008)
- Co-Presenter, *Training on T Visas*, U.S. Conference of Catholic Bishops, National Migration Conference, Washington, D.C. (July 29, 2008).
- Symposium Speaker, *Breaking Barriers: Current Issues Relating to Women, Labor and the Law*, University of Maryland Journal on Race, Religion, Gender and Class (November 2006).
- Featured Speaker, *Violencia Doméstica en la Comunidad Latina, Vigilia Contra La Violencia Domestica (Vigil Against Domestic Violence)*, Washington, D.C. (October 2008).
- Panelist, "Incorporation of International Human Rights Fora into Domestic Lawyering," National Lawyers Guild Annual Conference, Austin, Texas (October 2006).
- Co-Presenter, *Human Trafficking*, Pro Bono Resource Center of Maryland, Maryland Partners for Justice Conference, Baltimore, Maryland (May 10, 2006).
- Co-Presenter, *Forced Labor and Slavery: The Other Side of Trafficking*, American University Washington College of Law, Washington, D.C. (February 8, 2006).

SELECTED SERVICE ACTIVITIES

- Leadership
 - Planning Committee Member, AALS 2024 New Law Teachers conference
 - Planning Committee Member, 2024 Immigration Law Scholars Biannual Conference
 - Co-Chair, Law and Society Association's Citizen and Migration Network (2021 through 2024)
 - Chair, AALS Section on Clinical Legal Education Executive Committee (2021; Secretary, 2020; Member 2018-2019)
 - Board President, Maryland Immigrant Rights Coalition (June 2015 through June 2017)
- Other service
 - *Pro bono* attorney for immigration cases through Esperanza Center, Human Rights First, Mary House, Asylee Women's Enterprise, KIND, and more (2009 through 2023)
 - Speaker at various events to educate teachers, administrators, and health care professionals around Maryland on issues related to immigration (2017-present)
 - MSBA Immigration Section Legislative Liaison (2015-2017).

- Led Know Your Rights Presentation for 200+ people in Baltimore (with Esperanza Center and ACLU of Maryland) and approximately 75 people in Washington, DC (with Mary House), January 2016.
- Organized and facilitated meeting with Department of Justice officials, Department of Homeland Security Officials, non-profits and the private bar concerning Central American Children, November 2014.
- Of counsel to Mary House, a DC non-profit serving asylum seekers (2014 through 2017).
- American Immigration Lawyers Association, member of several committees (including liaison to immigration enforcement for Baltimore, essay contest committee, webinar committee) (2011 through 2022).
- Commissioner, Montgomery County Commission on Women (2005-2006).

SELECTED MEDIA APPEARANCES AND QUOTATIONS

- Op-Ed, *Deporting Asylum-Seekers Who Miss Court Dates Is Not the Rule of Law*, WASH. POST (May 17, 2019)
- Quoted in Ian Duncan and David Savage, *Supreme Court Takes Action on Obama's Immigration Actions*, BALT. SUN, Jan. 19, 2016.
- Quoted in Liz Bowie, *Baltimore school officials try to reassure Latino parents that school system does not support illegal immigrant raids*, BALT. SUN, Jan. 15, 2016.
- Appearance on NPR All Things Considered (host: Michele Martin), *A Closer Look at Obama Administration's Controversial Deportation Plans*, Dec. 26, 2015.
- Appearance, ABC News (Baltimore), *In Focus: Syrian Refugees*, Nov. 17, 2015.
- Op-Ed *Protecting and Serving U.S. Immigrants*, BALT. SUN (Nov. 24, 2014).
- Quoted in Ian Duncan, *Honduran Girl Accuses Guardian of Impropriety*, BALT. SUN (Aug. 5, 2014) (quoted).
- Quoted in Lauren Kirkwood, *Keyes to the Country*, THE DAILY RECORD (Aug. 1, 2014) (cover story on Central American refugee work being done by Immigrant Rights Clinic).
- Quoted in Benjamin Weiser and Vivian Yee, *Claim Against Indian Diplomat has Echoes of Previous Cases*, NEW YORK TIMES (Jan. 10, 2014) (quoted).
- Quoted in Kristi Tousignant, *Law Student Paves Way for Asylum Seeker*, THE DAILY RECORD (Dec. 4, 2013) (quoted).
- Letter to the Editor, *Mr. Obama Is Following the Law on Immigration*, WASH. POST, at A14 (Sept. 11, 2011).
- Featured Interviewee, *Young Dreamers Work to Shift Immigration Debate*, Metro Connection, WAMU (Dec. 6, 2013).

- Quoted in Peter Hermann and Nick Madigan, *Man Caught in Immigration Sting Files Lawsuit*, BALT. SUN, Nov. 26, 2010.
- Quoted in Kathryn Alfisi, *Language Barriers to Justice*, WASH. LAWYER, Apr. 2009.
- Quoted in Alan Nichols, *Diplomatic Immunity Poses Big Hurdle for Domestic Workers*, WASH. DIPLOMAT, Mar. 20 2007.
- Quoted in Colbert King, *The Slaves in Our Midst*, WASH. POST, Dec. 23, 2006.
- Panelist, *Retaining Household Help*, THE KOJO NNAMDI SHOW (NPR), Mar. 23, 2006.
- Quoted in Cynthia DiPasquale, *Seeking Options for Human Trafficking Victims in Baltimore Area*, MD. DAILY RECORD, Aug. 6, 2007.
- Quoted in Ernesto Londoño, *Former Domestic Worker Sues Tanzanian Diplomat*, WASH. POST, May 2, 2007, at B6.
- Commentator, *Free the Slaves*, DREAMS DIE HARD, Apr. 2006.
- Quoted in Ernesto Londoño, *Police Raise Awareness of Human Trafficking*, WASH. POST, Dec. 1, 2005.
- Quoted in Tim Craig, *Montgomery Domestic Workers Plead for Protection*, WASH. POST, Feb. 8, 2005, at B1.
- Quoted in Lawrence Hurley, *CASA Working to Fight Involuntary Domestic Servitude*, MD. DAILY RECORD, Oct. 15, 2004.

BAR ADMISSIONS

Maryland Court of Appeals (2004); U.S. District Court, Maryland (2006).

LANGUAGES

- French (highly proficient in reading, writing and speaking)
- Spanish (highly proficient in reading, writing and speaking)
- Portuguese and Irish (enough to be polite and read traffic signs)

OTHER EXPERIENCE

FULL TIME PARENT (2006-present)

WEAVE (WOMEN EMPOWERED AGAINST VIOLENCE), Washington, DC

Supervising Attorney, March 2008—May 2009; Staff Attorney, June 2007—March 2008

- Built program for serving immigrant domestic violence survivors in the Washington metropolitan area by creating and leading community trainings in Spanish and English, leading immigrant-related advocacy work, and supervising staff, intern and pro bono casework.

- Represented immigrant survivors of domestic violence in their immigration cases, including VAWA petitions, U visas, T visas and Asylum cases; represented immigrant clients in family law matters, such as civil protection orders, custody and divorce.
- Trained and provided technical assistance to pro bono and legal service attorneys on immigration and family law matters related to domestic violence.

CASA OF MARYLAND, Silver Spring, MD

Skadden Fellow/Staff Attorney, September 2004—June 2007

- Litigated in state and federal court on behalf of workers and trafficking victims.
- Led CASA's anti-trafficking work, including direct immigration and civil representation of human trafficking survivors, extensive advocacy work, and public education efforts.
- Represented domestic workers and day laborers throughout Maryland in negotiations, particularly individuals who worked for diplomats or for others with immunity issues.
- Provided legal counsel to the women's group *Mujeres Buscando Justicia*, drafted legislation, testified, and built advocacy capacity related to their campaign for a Bill of Rights for domestic workers in Montgomery County (passed in 2008).

MAGGIO & KATTAR, WASHINGTON, D.C.

Law Clerk, February 2004—July 2004

- Prepared employment-based visa applications and hardship waivers for a range of clients.

GEORGETOWN UNIVERSITY LAW CENTER, Washington, DC

Research Assistant for Professor Jane Stromseth, June 2002—August 2004

- Edited several chapters of *ACCOUNTABILITY FOR ATROCITIES*, a book examining issues of justice in the aftermath of terrible and widespread human rights violations.

ABA COMMISSION ON IMMIGRATION, Washington, DC

Legal Intern, May—August 2003

- Researched and wrote chapters on the intersection of criminal and immigration law for a manual called *Naturalization and Criminal Offenses* (see publications section below for details).
- Conceptualized and wrote a manual for *pro se* litigants with appeals before the Board of Immigration Appeals.
- Responded to requests for legal information from immigration detainees across the country.

CAPITAL AREA IMMIGRANTS RIGHTS COALITION, Washington, DC

Legal Intern, June—December 2002

- Represented a detained Congolese asylum-seeker in a complicated defensive asylum hearing.
- Conducted know-your-rights presentations in Virginia immigration detention facilities.

CATHOLIC RELIEF SERVICES, Burkina Faso, Benin, U.S. Headquarters

Fellow, Regional Analyst, Regional Representative, June 1998—August 2001

- Managed two micro-finance projects serving approximately 2500 women.
- Coordinated external impact evaluation of one small enterprise development project. Worked primarily in French.
- Analyzed regional trends, events, and security considerations for executives, and for policy and domestic outreach divisions.
- Led advocacy work with African and United States Bishops' Conferences concerning Congo, Angola, and Sudan.
- Designed and conducted 11 French-language strategic planning workshops for CRS partners, and guided the Benin country program through the early stages of developing its 5-year strategic plan.
- Secured and administered U.S. Government grants for five West African countries, which included proposal review, negotiation with donors, and ongoing administration. Also recruited for entire West Africa region.

WORLD BANK, Bamako, Mali

Assistant to Resident Representative, October 1996—June 1997

- Analyzed project implementation trends, mapped regional portfolio activity, developed tools used to monitor project performance, tracked portfolio commitments and co-financing relationships.
- Drafted policy papers for the President of Mali, wrote official correspondence with Ministers, created a mission statement and a communications strategy for the Resident

Mission, and developed a series of brochures to publicize World Bank work in each sector of its Mali portfolio.

- Conducted an in-depth analysis of the World Bank's experience of participation and beneficiary assessments in its Mali portfolio, and reported on potential areas for expansion and improvement.

UNITED NATIONS DEVELOPMENT PROGRAM, Lilongwe, Malawi

Civic Education Coordination Intern, June—August 1996

- Developed a UNDP funding plan to begin community-based civic education in Malawi.
- Prepared a comprehensive report analyzing the gaps, needs and potential within the civic education sector in Malawi.

BREAD FOR THE WORLD, Silver Spring, MD

Africa Policy Intern, June 1994—July 1995

- Lobbied Congress, tracked Africa-related legislation, and analyzed the hunger impact of proposed legislation. Prepared issue papers for 45,000 members on Bread for the World policy positions, and coordinated a lobby day for the campaign *Africa: Crisis to Opportunity*.
 - Planned events and publications for the Southern Africa Educational Campaign, a multi-city grassroots educational event promoting a positive vision of Southern Africa.
-