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## MARY ELIZABETH DUNKENBERGER

### **Home:**

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## EDUCATION

**Virginia Tech University**, Virginia Tech Polytechnic Institute and State University, Center for Public Administration and Policy, Doctoral Program. Blacksburg Virginia. Expected spring 2020. Pursuing doctoral degree in public administration and policy with a primary focus on the impact of local and global dynamics on human service policy, programs and organizations.

**George Washington University**, Washington, D.C., Master of Business Administration, 1992. Concentration in International Business and Policy.

**University of Virginia**, Charlottesville, VA, Bachelor of Science Degree, 1986. McIntire School of Commerce, Double major in Finance and Marketing.

## PROFESSIONAL EXPERIENCE

**Associate Director and Senior Program Director**, Institute for Policy and Governance, Virginia Tech Polytechnic Institute and State University, Blacksburg Virginia  
July 2006 – Present

- Provide strategic and operational leadership for the institute and School for Public and International Affairs.
- Consultation and collaboration with faculty and governmental and nonprofit groups to identify new programming opportunities and initiatives
- Supervise and manage technical assistance and research projects, program evaluations and feasibility studies in the areas of federal, state and local public policy implementation and program delivery.
- Author reports and memoranda on project findings and outcomes.
- Specific areas of project work include human services, Medicaid, workforce development and economic development.
- Administrative functions include personnel management, financial and contract management, public relations and project development.
- Identify and pursue scholarship opportunities linked to the institute's program and project activities, including publication in scholarly and practitioner journals, and conference presentations.

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***Associate Director***, Institute for Policy Outreach (became the Institute for Policy and Governance as of July 1, 2006), Virginia Tech Polytechnic Institute and State University, Blacksburg Virginia  
May 2005 – June 2006

- Managed major sponsored research project assessing the feasibility of local Departments of Social Services playing a greater role in Medicaid provision and administration.
- Served on the stakeholder oversight committee for other Institute projects including the Pulaski County Comprehensive Service Act project, The Virginia Department of Social Services FRUTAT and CFSR projects.
- Developed white papers and project proposals to expand the range of sponsored project undertaken by the Institute. Met with potential sponsors to discuss project concepts.
- Assisted in administrative oversight of financial reporting to sponsors and the university.
- Supported the development of strategies to better manage personnel processes and the human resources of the Institute.
- Development of scholarship opportunities related to the institute's research and technical assistance work.

***Project Associate***, Institute for Policy Outreach, Virginia Tech Polytechnic Institute and State University, Blacksburg Virginia  
September 2004 – May 2005

- Conducted supporting research and analysis on sponsored research in the areas of child welfare.
- Co-authored reports on the results of research and analysis.
- Provided supporting research on areas of project development and scholarship connected to sponsored programs.

***Coordinator, International Trade Programs***, Business Assistance Center and International Trade Center, Radford University, Radford Virginia  
July 2003 – September 2004

- Responsible for the coordination of outreach programs and seminars in support of international trade in Western Virginia.
- Provided information and technical support related to the regional Port of Entry and Foreign Trade Zone.
- Managed grant awards and funded outreach.
- Offered individual consultation and assistance related to international business needs.
- Created links between Radford faculty research, resources and expertise to the business community and public sector.

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**Graduate Research Assistant**, Center for Public Administration and Policy, Institute for Policy Outreach, Virginia Tech Polytechnic Institute and State University, Blacksburg Virginia  
August 2001 – July 2003

- Employed as a research assistant with Virginia Tech’s Institute for Policy Outreach and the Virginia Tech Transportation Institute.
- Project work related to transportation planning, citizen involvement, public sector strategic development and information technology development.

**Business Consulting**, Self-Employed, Washington, D.C. and Roanoke Virginia  
March 1992 – August 2002

- Worked with various institutions and small businesses supporting organizational management and strategy.
- Assistance included analysis and recommendations regarding financial and personnel management, marketing and newsletter and brochure design and content.
- Performed research and organize information to compile grant applications to national foundations.
- Provided interface between organizations and institutional and corporate foundations in facilitating grants.
- Researched and composed articles for institutional and business publications. Clients have included Virginia Tech, Roanoke College, Cary’s Camera, Brugh’s Mill Country Store, the Beard Group and the New River Valley Land Trust.
- Supported establishment of Cave Spring Farm a family operated cattle farm and Brugh’s Mill Country Store.

**Director, International Trade Services**, Dow, Lohnes & Albertson, Law Firm, Washington, D.C.  
August 1988 to June 1991

- *Project Management:* Assisted domestic and foreign clients in a broad range of business activities related to international trade and investment. Responsibilities included financial analysis related to international investment opportunities, identifying potential joint venture partners and acquisition targets; evaluating possible business locations; answering inquiries regarding import/export requirements and restrictions; monitoring U.S. Government activities and initiatives related to trade; and providing information on and introductions to U.S. government agencies.
- *Client Development:* Identified potential clients for the firm and coordinated development strategy with senior partners. Development activity included composition of speeches and articles published in foreign newspapers and magazines, and drafting business proposals.

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- *Practice Group Administration*: Assisted in administration of thirty-five person practice group, including the reporting of lobbying activity to the Department of Justice and the U.S. Congress.

**Legal Assistant**, Dow, Lohnes & Albertson, Law Firm, Washington, D.C.

August 1986 to August 1988

- Assisted international practice group attorneys in areas involving trade regulations and legal proceedings. Responsible for monitoring and reporting law firm's lobbying activity.

#### **JOURNAL ARTICLES AND BOOK CHAPTERS**

- Dunkenberger, Black, Weaver & Allen. (2019). Evaluating and Informing the Local Government–Nonprofit Relationship: Cross-Sector Partnerships in Loudoun County, Virginia. *Journal of Nonprofit Educational Leadership, 9* (no.3), 222 – 244.
- Cuthbertson, et al. (2016) Community-Responsive Behavioral Health Research: Translating Data for Public Consumption and Decision Making. *Community Development Society, 36*.
- Bradburn, I., Dunkenberger, M. B., White, N., & Allen, E. (2011). Virginia star quality initiative family child care home provider demonstration pilot evaluation report.
- Stephenson Jr, M., & Kirakosyan, L. (2015). Re: Reflections and explorations: Essays on politics, public policy, and governance. Virginia Tech Institute for Policy and Governance (Feature Essay).

#### **MAJOR RESEARCH REPORTS & TECHNICAL ASSISTANCE PROGRAMS**

- Dunkenberger, MB (PI) and Sophie Wenzel (Co-PI). ***Certified Community Behavioral Health Clinic Expansion: New River Community Services***. Funded by SAMSHA. October, 2018 – September, 2020. (Principal Investigator – Program Evaluator)
- Jones, Mel (PI) and MB Dunkenberger (Co-PI). ***Virginia Housing Development Authority Impact Analysis***. Funded by the Virginia Housing Development Authority. February, 2019 – February, 2020.
- Dunkenberger, MB (PI) and Ray Zuniga (Co-PI). ***SwiftStart Program Evaluation***. Funded by U.S. Department of Labor. October, 2019 – February, 2020.
- Vines, K. and MB Dunkenberger. ***Preventing Opioid Abuse in Rural Virginia***. Funded by USDA. Sep 1, 2017 - Aug 31, 2020. (Co- Principal Investigator – Program Evaluator)
- Tyler Mackey, C. and MB Dunkenberger. ***Helping Youth PROSPER and Avoid Opioid Use***. Funded by USDA. Sep 1, 2018 - Aug 31, 2020.

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- Hosig, K. and MB Dunkenberger. ***Rural Opioid Technical Assistance***. Funded by DHHS. Sep 30, 2018 - Sep 29, 2020
  - Dunkenberger, M.B and Allen, Liz. November 2018. ***Montgomery County, Virginia Foster Care and CSA Assessment***. – (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B and Allen, Liz. September 2018. ***United Way of Southwest Virginia Early Child Education: Risk and Protective Factor Mapping***. – (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B and Allen, Liz. November 2017. ***Loudoun County Nonprofit Needs Assessment*** – (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B and Mead, Martha. September 2016. ***Virginia Veterans Services Demonstration Project - Asset Mapping and Gap Analysis Assessment*** (Principal Investigator – Assessment Research Project)
  - Mead, Martha, Davidson, Christopher and Dunkenberger, M.B. September 2015. ***Context Report: National Best Practices and Virginia Policies and Programs Impacting the Military to Civilian Transition*** (Principal Investigator – Assessment Research Project)
  - Nelson, Laura and Dunkenberger, MB. October 2015. ***Prenatal Substance Use and Neonatal Abstinence Syndrome in Virginia and the New River Valley Region***. (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B. and Suzanne Lo. July 2014. ***Assessment of Opportunities and Barriers for Expansion into Integrated Care Model***. (Principal Investigator – Assessment Research Project on Behalf of New River Valley Community Services)
  - Dunkenberger, M.B. and Suzanne Lo. 2012- 2014. ***The Context of Veterans Healthcare and Broadband Access in Virginia: Implications for Broadband and Healthcare Planning and Policy - Research and Policy Assessment Project***. Submitted to: Virginia Center for Innovative Technology. (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B. 2010 – 2016. ***Technical Assistance to Virginia Wounded Warrior Program for Data Gathering and Outcome Reporting Across Program Areas***. (Principal Investigator – Capacity Building and Continuous Improvement Project)
  - Dunkenberger, M.B. and Suzanne Lo. August 2013. ***Virginia Tech Peer Institution Diversity & Inclusion Comparative Study: A Review of Virginia Tech Peer Institutions' Compositional Dynamics, Organizational Structures, and Assessment, Planning and Evaluation Practices***. (Principal Investigator – Assessment Research Project) Submitted to Virginia Tech Vice Presidents of Human Resources and Office for Diversity and Inclusion.
  - Dunkenberger, M. B. (2013). ***The global land-grant university: A reflection of market or mission. RE: Reflections and Explorations, 191.***

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- Dunkenberger, M.B. and Suzanne Lo. August 2012. ***Considerations for Assessment of the Campus Climate for LBGQTQ Faculty and Staff at Virginia Tech.*** (Principal Investigator – Assessment Research Project) Submitted to Virginia Tech Vice Presidents of Human Resources and Office for Diversity and Inclusion.
  - Lesko, Holly and M.B. Dunkenberger. 2012-2014. ***CoMPETE - Community Mentoring Partnership for Enrichment, Training and Employment Program.*** Kellogg Foundation. (Principal Investigator – Applied Research Project)
  - Dunkenberger, M.B. and Holly Lesko. 2013 – 2015. ***Reentry to CoMPETE – Supportive Employment and Readiness Program for Offenders. Funded by Virginia Department of Criminal Justice Services.*** (Principal Investigator – Applied Research Project)
  - Dunkenberger, M.B. and Holly Lesko. 2007 – 2015. ***Partners for Self Sufficiency – Creation of Supportive Employment System of Care for TANF Participants. Funded by the Virginia Department of Social Services.*** (Principal Investigator – Capacity Building Project)
  - Lesko, Holly and M.B. Dunkenberger. 2011 – 2013. ***New River Valley: Healthy by Design Robert Wood Johnson Foundation Community MATCH Grant Research and Engagement Project.*** A Partnership with New River Valley Planning District Commission. (Co-Investigator- Assessment Research (CBPR) Project)
  - Bradburn, I., Dunkenberger, M. B., White, N., & Allen, E. (2011). Virginia star quality initiative family child care home provider demonstration pilot evaluation report.
  - Dunkenberger, M.B. and George Still, 2010- 2011. ***Utilization of the Women, Infants and Children (WIC) Program among Foster Care Children and Families – A Program Assessment.*** Funded by the Virginia Department of Health. (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B., et al. August, 2010. ***Assessing the Experiences, Supportive Service Needs and Service Gaps of Veterans in the Commonwealth of Virginia.*** Research Study for the Virginia Department of Veteran Services. (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B., and Nancy White. October 2008. ***Human Resource Assessment and Per Diem Rate Sensitivity Study.*** Research Report for the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services. (Principal Investigator – Assessment Research Project)
  - Dunkenberger, M.B. and Heidi Morehead. September 2007. ***Medicaid Feasibility Project Final Report: Local Departments of Social Services Serving as Medicaid Providers.*** Research Report for the Virginia Department of Social Services.
  - Dunkenberger, M.B., John Talbott and Mohan Pokharel. November 3, 2005. ***Virginia Foster***

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***Care Population Trends and Dynamics: Prospects for Informing Policy and Transforming Practice.*** APPAM 2005 Fall Research Conference, Washington, D.C.

- Dunkenberger, M.B., Matthew Wade, Heidi Morehead, May 2005. **The Context of Medicaid in Virginia.** Research Report for the Virginia Department of Social Services.

## MAJOR CONFERENCE PRESENTATIONS

- Dunkenberger, M.B, and Weaver, Liz. ***Evaluating and Informing the Local Government – Nonprofit Relationship: Cross-Sector Partnerships in Loudoun County, Virginia.*** Association for Research on Nonprofit Organizations and Voluntary Action, November 15, 2018.
- Dunkenberger, M.B., Martha Mead. ***Asset Mapping and Gap Analysis of Veteran Services in Virginia- Recommendations for System Improvement.*** Virginia Board for Workforce Development, September 15th, 2016, Abingdon, Virginia
- Dunkenberger, M.B., ***Regional Collaborations in Healthcare for Prenatal Substance Use Disorder.*** Handle with C.A.R.E Cross System Collaboration Conference, June 22, 2016, Charlottesville, Virginia
- Lo, S, Lesko, H and Dunkenberger, M.B, ***Community Assessment and Behavioral Health Planning and Education (CAPE) in the New River Valley.*** National Health Outreach Conference. May 2015.
- Lo, S, Lesko, H and Dunkenberger, M.B, ***Creativity in Qualitative Research: The Secret Ingredient to Successful Community Engagement – The New River Valley Livability Initiative.*** 4th Global Congress for Qualitative Health Research. March 2015.
- Dunkenberger, M.B. and Lo, S. ***The Context of Veterans Healthcare and Broadband Access in Virginia.*** Health on the Homefront. Virginia Association of Public Health. June 2014.
- Dunkenberger, M.B. ***The Application of Federal and State Poverty Related Programs in Southwest Virginia: The Good, the Bad and the Ugly.*** Cabell Brand Foundation Poverty Today: Challenges and Opportunities Symposium. July 2013 Roanoke, Virginia.
- Dunkenberger, M.B. ***Assessing the Hidden Resource: A Learning Organization Approach to LGBTQ Constituency Assessment and Evaluation.*** American Society of Public Administrators. April 2013. New Orleans, Louisiana.
- Dunkenberger, M.B. American Society of Public Administrators. ***Trends, issues and practices in broadband utilization to improve access and coordination of veteran healthcare services: Implications for veterans' healthcare planning and policy.*** April 2013. New Orleans, Louisiana.
- Dunkenberger, M.B., and Nancy White. March 28, 2009. ***The State of the Commonwealth in Family and Child Welfare.*** Virginia Social Science Association 2009 Conference, Virginia State University, Petersburg, Virginia.

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- Dunkenberger, M.B. and A. Bryce Hoflund. September 2008. ***The Changing Role of State Mental Health and Mental Retardation Facilities in Virginia: Policy and Management Impacts and Challenges***. The Southeastern Conference for Public Administration (SECoPA) 2008 Conference, Orlando, Florida.
  - Dunkenberger, M.B. and Heidi Morehead. April 4, 2006. ***Empowering human service program and process improvement through cooperative third party evaluation and technical assistance: a panel discussion of recent and ongoing projects for the Virginia Department of Social Services***. American Society for Public Administration (ASPA) Conference, Denver Colorado.

## **TRAINING & CERTIFICATIONS**

- Social and Behavioral Responsible Conduct of Research (CITI). Completed September 24, 2019. Expires September 23, 2023.
- Conflict of Interest and Commitment Training (CITI). Completed July 1, 2017. Expires June 30, 2021.
- Trauma Informed Care Training for Research. Conducted by New River Valley Community Services on January 16, 2019.

## **AWARDS & DISTINCTIONS**

***Virginia Tech Commission on Equal Opportunity and Diversity, Appointed by University President. Representative Member 2014 – 2015; Commission Vice-Chair 2015 – 2016. Commission Chair 2016-2017.***

***Member of Phi Beta Kappa 2005 – Present***

***Representative to the Substance Abuse Mental Health Service Administration Policy Academy (SAMHSA) For Military and Veteran Families. Appointed by Governor McDonnell - 2012 – 2014.***

***Awarded Governor's Technology Award in the Innovative Use of Technology in Healthcare Category. Commonwealth of Virginia's Innovative Technology Symposium (COVITS) Improving Veterans' Health Care through Broadband. September 2013***

## **PROFESSIONAL & COMMUNITY PUBLIC SERVICE**

***Virginia Higher Education Opioid Consortium. June 2019 – Present.***

***Roanoke Valley Collective Response. September 2018 – Present***

***Virginia Tech Commission on Equal Opportunity and Diversity. Appointed by Virginia Tech President Timothy Sands. 2014-2017.***

***Virginia Tech Commission on Equal Opportunity and Diversity Chair. 2016 – 2017.***



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***Co-Founder Virginia Tech Women’s Alliance 2015 Virginia Tech Diversity Scholars - Advisory Board 2012 – 2016***

***Virginia Wounded Warrior Program – Virginia Military and Veterans Coordinating Committee. 2012 –2017***

***Pulaski Commission on Children and Families. 2007 – 2017.***

***Roanoke Valley Family Promise Board (Housing, Educational and Employment Supports for Homeless Families – Board Member 2009 – 2017.***

***Montgomery County Federally Qualified Health Center Planning Committee – Steering Committee Member. 2008 – 2011.***

**Fort Lewis PTA – Cultural Arts After-School Program – Program Co-Chair. Established and operate after school cultural arts program for children in grades k – 5. 1999 – 2008.**

**Montgomery County, Virginia, School Board, Served as the District C representative to the school board. 1994 – 1997.**

**Court Appointed Special Advocate to Children (“CASA”), Fairfax, Virginia, 1990 – 1994.**