



MEG CHAMBERLIN
Project Manager
15 Years Experience

Education

- 2020 Ph.D. in Policy Analysis with concentration in health policy & equity; the Pardee RAND Graduate School
- 2011 Master of Public Affairs, and Master of Arts in Russian, East European, and Eurasian studies; University of Texas at Austin
- 2008 Bachelor of Arts in economics, and in international affairs; the George Washington University

Qualifications

Multidisciplinary leader with a rich background in health, science, and social policy research.

Excellent strategic thinker and project manager, with high attention to detail.

Clear and concise communicator in many formats including writing, visualization, and presentation.

Passionate about fostering an equitable, sustainable world by facilitating team growth, developing strong client relationships, and driving innovative problem-solving.

Empathetic leadership style with a focus on cultivating a positive and inclusive work culture.

Committed to lifelong learning and employing creative solutions to complex challenges.

Professional Experience

Experience with Public Policy Associates (2024-Present)

- 2024-present **Principal Investigator. Small Business Support Hubs Program Evaluation and Data Analysis.** The Michigan Economic Development Corporation’s (MEDC) Small Business Support Hubs Program (SBSH), an American Rescue Plan Act (ARPA)-funded initiative of the Michigan Strategic Fund (MSF), provides a \$75-million investment into 27 entrepreneurial support organizations located across the state that provide technical assistance, programs and services, resource navigation, and direct grants to small businesses disproportionately impacted by COVID-19. The MEDC contracted with Public Policy Associates (PPA) to support the SBSH program through evaluation and data analysis to enhance the program's effectiveness and impact. Responsibilities include design of the evaluation (including literature review, analysis of secondary quantitative

data, a survey of hub customers, two streams of interview data collection, and journey mapping to understand how archetypal customers interact with and are supported by the hubs), client engagement, and reporting.

- 2024-present **Project Manager. Michigan Transition to Independence (MITIN): Special Education Remote Learning Library.** Since 2020, PPA has been partnering with the Michigan Council for Exceptional Children (MCEC), the Michigan Association of Administrators of Special Education (MAASE), and Great Lakes Reality Labs (GLRL) for the development of a special education remote learning library. PPA is contracted through MAASE for evaluation capacity-building, coordination of research, and strategic advising. Additionally, PPA staff are involved in the refinement of a feedback instrument for educators, continued survey instrument monitoring, and preparation of a summary annual report. Responsibilities include project management, client engagement, evaluation capacity building, development and implementation of research tasks to build the existing evidence base, and writing for peer-reviewed publication.
- 2024-present **Senior Consultant. TalentFirst Design Labs.** Section 107a innovation funding is intended to improve the capacity and effectiveness of Michigan’s adult education system by incentivizing the creative design and piloting of programs that are truly innovative, as well as sustainable and scalable. Accordingly, TalentFirst is offering a series of Design Labs for interested adult basic education providers to support and guide applicants (or prospective applicants) in developing comprehensive, data-informed, and high-quality proposals. To support applicants in the development of their proposals, and in the interest of promoting innovative thinking, PPA is working alongside TalentFirst throughout the Design Labs by providing support for technical portions of the application. Specifically, PPA provided technical assistance presentations at each of the Design Lab sessions and individualized virtual coaching sessions for applicant teams. PPA also provided a coaching summary memo to TalentFirst at the end of the first round of design labs in December 2024 to inform future iterations of Design Labs. Responsibilities include designing and providing technical assistance presentations during the Design Labs, 1-on-1 applicant coaching, and reporting.
- 2024-present **Project Manager. Research Support to the Small Business Association of Michigan Foundation (SBAMF) and LAGNIAPPE Strategic Consulting (LSC) with the Marginalized Business Growth Opportunity Pilot.** This project will support the SBAMF and LSC in developing a research-informed program to help individuals from underserved populations in the local area to transition from the informal economy to micro or small business ownership. It is part of the broader Marginalized Business Growth Opportunity Pilot (MBGOP) funded by the W.K. Kellogg Foundation (WKKF). The primary aim of that program is increasing the number of business enterprises owned by people of color in Calhoun County. PPA will conduct a brief review of the literature, review data from the U.S. Bureau of Labor Statistics (BLS) and the Current Population Survey (CPS) Contingent Worker Supplement (CWS). PPA will support LSC in

conducting a series of community meetings that will serve two distinct (research) purposes: (1) to gather data from a broader pool of individuals and (2) to serve as a means to recruit potential interview participants. Finally, PPA will work with LSC to support their interview process with the target population, including scheduling, helping with tool development, and analysis of the resulting data. Responsibilities include project management, leading the design of methodological components of the research, mentoring junior colleagues, and reporting.

- 2024-2025 **Interim Project Manager and Senior Researcher. Comprehensive Study on Homelessness in Lansing.** The City of Lansing is taking steps to reduce homelessness, provide better support for people who are experiencing homelessness, and address racial and ethnic disparities. PPA, with our partner CityWise, supported the City's efforts by conducting a comprehensive study of homelessness in Lansing. Through a mixed-methods research project, the team identified challenges and opportunities for improving prevention, housing stability, supportive services, and community integration. Ultimately, the analysis provided insight to the Lansing community and the Capital Region Housing Collaborative (the local continuum of care), to surface insights and recommend targeted actions that the City can directly control and/or can significantly influence as a key partner. Responsibilities include project management while a colleague was on maternity leave, designing and implementing a hybrid paper and web-based survey to people with lived experience of homelessness, presenting interim findings, developing recommendations, and final reporting.
- 2024-2025 **Project Manager. Homeless Solutions for Boulder County System Evaluation.** PPA was contracted by Homeless Solutions for Boulder County (HSBC) to conduct a comprehensive evaluation of the HSBC service system. The goal of the evaluation was to gain a holistic understanding of the system's assets and challenges. This evaluation used a mixed-methods approach including: (1) quantitative analysis of two years of homelessness data, including an analysis of funding data from those years; (2) gathering qualitative data from key stakeholders including people with lived experience of homelessness in the county and analyzing it for themes and insights; and (3) literature review to identify best practices, evaluate evidence for proposed interventions, and attempt to compare HSBC to like entities. Together, these streams of research allowed PPA to achieve a rich understanding of both the snapshot of quantitative homelessness data, as well as the qualitative and contextual reality of people experiencing homelessness in Boulder County and the organizations that serve them. Responsibilities included project management, client engagement, leading design for qualitative data collection, leading analysis for both qualitative and quantitative data, reporting and presenting final recommendations to multiple governing bodies.
- 2024 **Interim Project Manager and Graphic Designer. MCAN Strategic Planning.** In 2021, PPA was retained by the Michigan College Access Network (MCAN) to

create a new 2022-2024 strategic plan to guide its activities. In summer 2024 PPA assisted MCAN in updating its strategic plan to best support its staff and board in making strategic choices, honing priorities and activities, and measuring programmatic and policy success. The final plan included a single page, “placemat” style visual summary of the strategic plan accompanied by a brief report expanding upon the content in the visual summary. Responsibilities included project management while a colleague was on maternity leave, and design and finalization of a visual summary of the updated strategic plan.

2023-2024 Senior Consultant and Project Manager. Strategic Consulting Services to the Cannabis Research Institute (CRI). PPA is supporting the newly stood up Cannabis Research Institute to become established, grow its repertoire of resources, identify and apply for external funding and pursue the long-term goal of becoming known within the state, region, nation, and world as a knowledgeable, trustworthy, fair arbiter of facts about cannabis. PPA’s work with CRI includes translating and summarizing complex scientific research for a range of audiences including policymakers, cultivating research concepts to develop into grant proposals, and creating a process pathway for policy analysis requests from CRI’s foundational funder, the Illinois Department of Human Services (IDHS). Responsibilities included developing client relationship and bringing the work to PPA, ongoing project management, conceptualizing and writing a major NIH grant application, translating technical concepts for lay audiences, and mentoring junior colleagues.

Other Professional Experience

2019-2023 Associate Partner. Imaginative Futures. Research and design firm helping leaders visualize, articulate, and achieve their desired future. Built the foundation of an innovative consultancy, growing the team from 2 to 13 multidisciplinary professionals. Led all aspects of client project design and execution, including staffing, budgeting, timeline creation, and task delegation. Developed strong relationships and secured research and strategy projects with mission-focused organizations. Implemented a weekly team-building exercise to enhance work culture and nurture employee strengths. Mentored a team of 10 employees and subcontractors, fostering a supportive, growth-focused working environment.

2014-2020 Assistant Policy Researcher. The RAND Corporation. Independent research institution providing solutions to complex global issues. Conducted innovative research on a variety of health and science policy issues, contributing both qualitative and quantitative analysis. Authored two pivotal papers during first year as a Ph.D. student, examining the United States response to the Ebola crisis. Designed and executed a complex, mixed-methodology dissertation project including claims data analysis and significant primary data collection while balancing research roles on a portfolio of RAND research engagements. Successfully managed multiple projects and tasks, maintaining a high standard of work while meeting stringent deadlines.

- 2012-2014 **Health Economist. U.S. Department of Health & Human Services (HHS).** Office of the ASPR leads the nation's medical and public health efforts in disaster and emergency preparedness, response, and recovery. Led a complex, interagency annual review of the Strategic National Stockpile, synthesizing and communicating key recommendations to senior department leadership including several Assistant Secretaries and the Directors of relevant units of the CDC, FDA, and NIH. Acted as policy coordinator for an HHS leadership group responding to the emergence of Avian Influenza A (H7N9). Managed a complex array of responsibilities and demonstrated the ability to communicate effectively across different agencies and stakeholders.
- 2009-2011 **Teaching Assistant. Lyndon B. Johnson School of Public Affairs, University of Texas at Austin.** Developed homework curriculum, assisted students, and evaluated students' work once complete. Held office hours to help students connect conceptual understanding with real-world applications. Provided hands-on support for students in the use of the STATA statistical software package. Served as a guest lecturer during classroom seminars and regularly facilitated class discussion.
- 2008-2009 **Policy Intern. Legislative Budget Board.** Permanent joint committee of the Texas Legislature responsible for budget and policy recommendations. Researched state programs and composed reports and research briefs on pertinent policy topics. Supported a major agency performance review through primary and secondary data collection and analysis and preparing portions of the final public reports. Tracked progress of proposed legislation in the State Legislature and analyzed potential impacts of those policies.

Selected Papers, Publications, and Presentations

- Farmer, C M., Whipkey, K., & **Chamberlin, M.** (2020). Programs addressing psychological health and resilience in the U.S. Department of Homeland Security. *RAND Health Quarterly* 9(1).
- Holliday, S., Hunter, S., Dopp, A., **Chamberlin, M.**, & Iguchi, M. (2020). *Exploring the impact of COVID-19 on social services for vulnerable populations in Los Angeles: Lessons learned from community providers*. The RAND Corporation.
- Ashwood, J. S., Osilla, K. K., DeYoreo, M., Breslau, J., Ringel, J., Montemayor, C., Shahidinia, N., Adamson, D., **Chamberlin, M.**, & Burnam, M. A. (2019). *Review and evaluation of the substance abuse, mental health, and homelessness grant formulas*. The RAND Corporation.
- Abbott, M., Ramchand, R., **Chamberlin, M.**, & Marcellino, W. (2018). Detecting changes in newspaper reporting of suicide after a statewide social marketing campaign. *Health Communication* 33(6), 674-680.

- Taymour, R., Abir, M., **Chamberlin, M.**, Dunne, R., Lowell, M., Wahl, K., & Scott, J. (2018). Policy, practice, and research agenda for emergency medical services oversight: A systematic review and environmental scan. *Prehospital and Disaster Medicine* 33(1), 89-97.
- Ahluwalia, S., Chen, C., Raaen, L., Motala, A., Walling, A., **Chamberlin, M.**, O'Hanlon, C., Larkin, J., Lorenz, K., & Akinniranye, O. (2018). A systematic review in support of the national consensus project clinical practice guidelines for quality palliative care. *Journal of Pain and Symptom Management* 56(6), 831-870.
- Chamberlin, M.**, Okunogbe, A., & Abir, M. (2015). *Intra-action report—a dynamic tool for emergency managers and policymakers*. The RAND Corporation.
- Chamberlin, M.**, Efron, S., & Moore, M. (2015). *A simple approach to assessing potential health emergency interventions*. The RAND Corporation.
- Ajao, A., Nystrom, S., Koonin, L., Patel, A., Howell, D., Baccam, P., Lant, T., Malatino, E., **Chamberlin, M.**, & Meltzer, M. (2015). Assessing the capacity of the U.S. health care system to use additional mechanical ventilators during a large-scale public health emergency. *Disaster Medicine and Public Health Preparedness* 9(6), 634-641.

Selected Services & Memberships

- Canvas-day lead in the deep canvassing done for the Reform LA Jails (Measure R) campaign, 2019-2020.
- Provided quantitative analysis and guidance to the PI of a dissertation project designed to measure the impact of deep canvassing.
- Member of the board of the Whitecaps Community Foundation since 2012.
- Member of the Health Care & Human Resources Committee of the Grand Rapids Chamber since 2023.