

Felicia M. Sullivan, Ph.D.

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EDUCATION

- May 2014 **University of Massachusetts Boston** - Doctor of Philosophy in Public Policy (PhD) –
Dissertation Title - *Engaging Youth: Linking Design and Implementation Choices of Out-of-School Time Programs in Boston to the Development of Political Engagement Attitudes in 14-18 Year Olds*, Chair - Dr. Donna Haig Friedman, Director, Center for Social Policy.
- December 2009 **University of Massachusetts Boston** - Master of Science in Public Policy (MS) - with a graduate certificate in Science in a Changing World
- January 1995 **New School for Social Research** - Master of Arts in Media Studies (MA)
- May 1988 **St. Lawrence University** - Bachelor of Arts in Government (BA) - (cum laude)
- May 2020 **University of Illinois Chicago** – Graduate Certificate in Educational Research Methodology

RESEARCH EXPERIENCE

Randomized Control Trials / Statistical Modelling

- **Diffusion of Innovation and Scaled Impact: New Hampshire Work Study Practice Study** (funded by William and Flora Hewlett Foundation: Felicia M. Sullivan, PI) – Mixed method study with a quasi-experimental design to connect student centered learning practices to deeper learning outcomes through a diffusion and scaling effort related to the N.H.'s PACE (Performance Assessment of Competency-based Education) system.
- **Robust and Equitable Measures for Identifying Quality Schools** (funded by Barr Foundation, Carnegie Corporation of NY, Nellie Mae Educational Foundation, and Oak Foundation: Eric Toshalis, Senior Research Director and Theresa Anderson, PI) Working with state longitudinal data systems to link long term success to school and community learning experiences.
- **Reducing Inequality in Between-Neighborhood Disparity through Youth Civic Empowerment and Participation** (funded by William T. Grant Foundation; Peter Levine, PI) – Secondary data analysis with HLM and MSEM testing the premise that youth collective efficacy and civic participation, enabled by access to adults and strong civic infrastructure, can help reduce neighborhood-based disparity in youth outcomes.
- **Does National Service Impact Employability for Youth? A Field Experiment** (funded by Corporation for National and Community Service; Peter Levine, PI) – Experimental resume study to understand to what extent having national service on one's resume results in an interview callback.
- **Documents of Freedom Evaluation** (funded by Bill of Rights Institute; Peter Levine, PI) – evaluation of digital textbook in 8-12 civic and history classrooms.
- **Moving the Needle: Civic Seed Pilot Phase** (funded by Engelhard Foundation; Peter Levine, PI) – evaluation of interactive game platform used for the delivery of community-engagement content to undergraduates
- **Bloggheads Evaluation: Phase I** (funded by Omidyar Foundation; Peter Levine, PI) testing effect of web video intervention to minimize polarized views

- **Bloggingheads Evaluation: Phase 2**
(funded by Nonzero Foundation; Peter Levine, PI) – testing effect of concession in video based political discussion on liberal and conservative viewers

Formative Assessments & Program Evaluations

- **Military Badging Pilot Study**
(funded by Walmart Foundation. – Felicia M. Sullivan, PI) – Evaluation of digital badging and LER effort to translate military occupations to key readiness of manufacturing occupations.
- **2U/edX MicroBachelors**
(funded by Koch Foundation. – Felicia M. Sullivan, PI) – Evaluation of outcomes and implementation of workforce credentialing program to understand value and impact for learner/workers and employers
- **2U/edX Bootcamp Replication**
(funded by Truist Foundation. – Felicia M. Sullivan, PI) – Evaluation of outcomes and processes for replicating a place-based collective impact model tech sector job training via bootcamp delivery model
- **IBM SkillsBuild Pilot Study**
(funded by IBM. – Felicia M. Sullivan, PI) – Evaluation of outcomes of two workforce credential programs implemented with engaged community college delivery.
- **Verizon Small Business Digital Ready**
(funded by Verizon. – Felicia M. Sullivan, PI) – Evaluation of outcomes of an online platform for small business owners with an eye towards understanding differential impacts.
- **Verizon Community Forward Initiative**
(funded by Verizon. – Felicia M. Sullivan, PI) – Assessment of implementation of Community Innovation Centers and remote learning pilot investments with an eye towards scaling best practices and data collection systems for a national effort.
- **Verizon Skills Forward Initiative**
(funded by Verizon – Felicia M. Sullivan, PI) - Assessment of fidelity of implementation of instructional model for technology upskilling effort along with identification of best practices and assessment of program outcomes.
- **Verizon Volunteer Initiative**
(funded by Verizon – Felicia M. Sullivan, PI) – creation of logic model and metric map for company-wide volunteer effort with eye towards alignment to Corporate Social Responsibility framework and foci.
- **10K Small Business Challenge Fellow Program**
(funded by Goldman Sachs – Felicia M. Sullivan, Evaluation Lead) – Provide guidance on KPIs and data collection system for process evaluation.
- **Google IT Support Professional Certificate**
(Funded by Google Foundation; Felicia M. Sullivan, PI) – Developmental implementation evaluation of MOOC-style IT learning program with intended workforce outcomes. Mixed method analyses in a continual development process in support of successful implementation of law.
- **Online News Association Local**
(funded by ONA passed through from Knight Foundation; Felicia M. Sullivan, PI) – Expansion of locally-based peer learning and support communities for digital journalists. Mixed method case studies and media scan in support of program improvement and accountability.
- **Illinois Civic Course Implementation Utilization Focused, Developmental Evaluation, Years 1 and 2**
(funded by McCormick Foundation; Kei Kawashima-Ginsberg, PI) – Implementation of statewide civic education law with new civic course requirements and teacher training practices. Mixed method analyses in a continual development process in support of successful implementation of law.

- **New Birth of Freedom Developmental Evaluation**
(funded by Spencer Foundation; Kei Kawashima-Ginsberg, PI) – teacher professional development training and student engagement support program mixed methods analyses in continual developmental process.
- **Discussion Maker Evaluations**
(funded by U.S. Department of Education via Filament Games; Peter Levine, PI) – teacher and student surveys on in-classroom test of digital classroom management platform
- **Close Up Foundation Formative Evaluation**
(funded by Close-Up Foundation; Peter Levine, PI) – program observation with recommendations for program improvements in high-school based civics co-curricular learning activity
- **Annual Census and Summer Program Evaluation**
(funded by Junior Statesman of America; Peter Levine, PI) – analysis of survey results for out-of-school based high school civics programming
- **Moving the Needle: Civic Seed Beta Phase**
(funded by Engelhard Foundation; Peter Levine, PI) – survey and focus group analysis of interactive game platform for undergraduates
- **Illinois Civic Mission of Schools Coalition Assessment**
(funded by McCormick Foundation; Peter Levine, PI) – recommendations for improvement in teacher, student, school and community assessment tools and processes for K-12 civic education environment

Qualitative & Participatory Studies

- **Partnering to Scale Instructional Improvement: A Framework for Organizing Research-Practice Partnerships**
(funded by the William and Flora Hewlett Foundation, Co-Lead with Kelly McMahon and Erin Henrick) – a participatory study team exploration of research-practice partnership features arising out of deep analysis of grantees in the Hewlett Deeper Learning for the Diffusion of Innovation and Scaled Impact project.
- **Linking Youth Organizing and Leadership Skills to Employability via Digital Badging/Micro-credentialling**
(funded by Ford Foundation Core Support; Kei Kawashima-Ginsberg, PI) – a participatory design and testing pilot with Opportunity Youth United to understand the implementation and possibilities of digital badging / micro-credentialling as a lever towards economic mobility.
- **Creative Space as a Response to Gentrification in Boston's Chinatown**
(funded by the National Endowment for the Arts Research Works; Felicia M. Sullivan, PI) – community-based participatory action project looking at the influence of civic arts space as a mitigating factor in the gentrification processes of an urban ethnic enclave.
- **Impact Evaluation of Media Influence on the Treatment of Money in Politics**
(funded by Center for Public Integrity; Peter Levine, PI) – content analysis of national media coverage of money in politics reporting
- **Impact Evaluation of Swing States Project**
(funded by Democracy Fund; Peter Levine, PI) – impact study of Center for Public Integrity's Swing State Project on the attitudes and opinions of political reporters covering swing states
- **Media Coverage & Replication Assessment of Oregon's Citizen Initiative Review**
(funded by Democracy Fund; Peter Levine, PI) – scan and analysis of media coverage of state ballot review process and possible replication by other state leaders
- **Mapping the Humanities in Indiana**
(funded Carnegie Corporation via DePauw University and Indiana Humanities Council; Peter Levine, PI) – social network, geospatial, and organizational survey

analyses of humanities network in Indiana -

<http://www.indianahumanities.org/programs/hac/>

- **National Conference on Citizenship: Civic Health Index**
(funded by National Council on Leadership; Peter Levine, PI) –Analysis of Current Population Survey data for use in multiple state and MSA level civic health index reports

Descriptive Studies

- **Automation: Challenges and Opportunities for Low-Wage Workers**
(funded by Verizon – Felicia M. Sullivan, Lead) – review of the literature on automation trends and history accompanied by new analysis of skills distance and skill clustering.
- **Postsecondary Decision-making and Choice for Future Bound Youth**
(funded by College Board– Felicia M. Sullivan, Lead) – review of the literature on career decision-making, career development, and adolescent neurological and social development.
- **Youth Voting Trends**
Interactive data maps of youth voter turnout, registration, and demographics by state -http://www.civicyouth.org/circle-launches-interactive-state-by-state-map-of-youth-voter-turnout-voter-registration-and-youth-demographics/?cat_id=383 and by congressional district - http://www.civicyouth.org/new-circle-map-of-youth-voting-and-demographics-by-congressional-district/?cat_id=383
- **Research on K-12 Education: Scan of State Civic Education Policies**
(funded by S.D. Bechtel, Jr. Foundation; Peter Levine, PI) – interactive maps of state K-12 civic education politics - http://www.civicyouth.org/new-interactive-map-explores-civic-education-state-by-state/?cat_id=383
- **Research on K-12 Education: Digital Badges and Alternative Assessments**
(funded by S.D. Bechtel, Jr. Foundation; Peter Levine, PI) – field overview focused on formal and informal learning environments - <http://www.civicyouth.org/civics-digital-badges-and-alternative-assessment-preparing-students-to-be-engaged-citizens/>
- **National Study of Learning, Voting and Engagement**
(funded by Foundation for Civic Leadership; Peter Levine, PI) – higher education campus reports built from administrative data obtained from National Clearinghouse, Catalist, and National Center for Education Statistics IPEDS - <http://www.civicyouth.org/nslve/>
- **Youth Political Attitude Poll**
(funded by Youth Engagement Fund; Peter Levine, PI) – random surveys of representative 18-29 year old U.S. residents conducted in June and October 2012 - <http://www.civicyouth.org/youth-poll-shows-engagement-and-intention-to-vote-rises-since-summer-many-factors-influence-youth-voting/>

PUBLICATIONS

Refereed Journal Articles

- Turcotte, D.A., Johnson, M. P., Chaves, E.J., Drew, R.B. & Sullivan, F.M. (2015):
Reconstructing neighborhoods: two case studies in foreclosed housing acquisition and redevelopment by community development corporations in Massachusetts, *Housing and Society*, DOI: 10.1080/08882746.2015.1020700.
- MacIndoe, H. and Sullivan, F.M. (2014) “Nonprofit Responses to Financial Uncertainty: How Does Financial Vulnerability Shape Nonprofit Collaboration?” *Journal of Sustainability and Management*, 4(3): 1-15.
- Johnson, M.P., Turcotte, D. and Sullivan, F.M. (2010). “What Foreclosed Homes Should a Municipality Purchase to Stabilize Vulnerable Neighborhoods?: Networks and Spatial Economics 10(3): 363 –388.

Invited Chapters

- Benenson, J., Kawashima-Ginsberg, K., Levine, P. and Sullivan, F.M. (2016). "Youth as Part of the Solution: Youth Engagement as a Core Strategy of Comprehensive Community Initiatives," in J.F. Zaff, E. P. Jones, A.E. Donlan and S. Anderson (Eds.) *Comprehensive Community Initiatives for Positive Youth Development*. New York, NY: Routledge: 124-143.
- Sullivan, F.M. (2015). "Summer in the City: Cultivating Political Agents in Boston Out-of-School Time Programs," in M. Evans and K. Knight Abowitz (Eds.) *New Directions for Student Leadership*. 2015(147): 59-72, DOI: 10.1002/yd.20153.

Research Reports

- Sullivan, F.M. (2023). *Navigating Multiple Pathways: A Guide to Supporting Adolescent Career Decision-Making and Choice*. JFF and The College Board, Boston, MA - https://jfforg-new-prod.s3.amazonaws.com/media/documents/Final-EdP-Navigating_Multiple_Pathways.pdf
- McMahon, K., Henrick, E., and Sullivan, F.M. (2022). *Partnering to Scale Instructional Improvement: A Framework for Organizing Research-Practice Partnerships*. White Paper Series, Carnegie Foundation for the Advancement of Teaching. Stanford, CA. - <https://www.carnegiefoundation.org/wp-content/uploads/2022/06/Partnering-to-Scale-Instructional-Improvement.pdf>
- Sullivan, F.M. (2021). "Postsecondary Decision-making and Choice for Future Bound Youth," JFF Internal Report, Boston, MA.
- Hoffman, N., Vargas, J., Hartung, K, Barrett, L, Cuevas, E., Sullivan, F.M., Mawhinney, J, and Nahar, A. (2021). "The Big Blur: "An Argument for Erasing the Boundaries Between High School, College, and Careers—and Creating One New System That Works for Everyone," Boston, MA: JFF - https://jfforg-new-prod.s3.amazonaws.com/media/documents/JFF_Big_Blur_Report-Final.pdf
- Sullivan, F.M., Deegan, J., Barbosa, R., and Lamback, S. (2020). "Automation: Challenges and Opportunities for Low-Wage Workers," JFF Internal Report, Boston, MA.
- Kawashima-Ginsberg, K., Hayat, N., Kiesa, A. and Sullivan, F.M. (2016). "2016 Election: Donald Trump and Young Voters," CIRCLE Fact Sheet, Medford, MA: Center for Information and Research on Civic Learning and Engagement, Tufts University. - <http://civicyouth.org/wp-content/uploads/2016/06/Trump-and-Youth-Vote.pdf>
- Sullivan, F.M. and Littenberg-Tobias, J. (2015). "Evaluation Report: Bloggingheads TV." Tisch College Report, Medford, MA: Center for Information and Research on Civic Learning and Engagement, Tufts University. - CIRCLE Fact Sheet, Medford, MA: Center for Information and Research on Civic Learning and Engagement, - <http://activecitizen.tufts.edu/wp-content/uploads/Tisch-College-Bloggingheads-Evaluation.pdf>
- Godsay, S. and Sullivan, F.M. (2014). "A National Survey of Civics and U.S. Government Teachers," CIRCLE Fact Sheet, Medford, MA: Center for Information and Research on Civic Learning and Engagement, Tufts University. - http://www.civicyouth.org/wp-content/uploads/2014/06/CIRCLE_FS2014_TeacherSurvey.pdf
- Sullivan, F.M., Conner, N.N., Kawashima-Ginsberg, K., Levine, P. & Lynn, E. (2013). *Humanities at the Crossroads: The Indiana Case Study Report*. Medford, MA: CIRCLE at the Jonathan M. Tisch College of Citizenship and Public Service, Tufts University. - <http://www.indianahumanities.org/pdf/HAC-ICS-Survey-Report.pdf>
- Sullivan, F.M. (2013). "New and Alternative Assessments, Digital Badges, and Civics: An Overview of Emerging Themes and Promising Directions" CIRCLE Working Paper #77. (Medford, MA: Center for Information and Research on Civic Learning and Engagement, Tufts University).
- Johnson, M.P., Turcotte, D. and Sullivan, F.M. (2009). "Foreclosed Housing Acquisition and Redevelopment using Decision Modeling" For presentation at "Emerging Strategies to Prevent and Address Spillover Effects of Foreclosures and Vacant

Property”, The Federal Reserve Bank of Cleveland, The Offices of Community Development and Policy Analysis, March 2010.
Sullivan, F.M. (2003). “Community Technology & Public Discourse”, Report to the Center for Social Media – <http://www.centerforsocialmedia.org> – June.

Other Publications & Media

Sullivan, F.M. (2020, June 12). “Three Ways to Scale Student-Centered Reforms in Your System,” *Students at the Center* - <https://studentsatthecenterhub.org/blog/three-ways-to-scale-student-centered-reforms-in-your-system/>
Sullivan F.M. (2020, May). “Investing in Teachers as Agents of Scale,” *The Dandelion Seed* - <http://outlier.uchicago.edu/readytochange/blog/>
Sullivan, F.M. (2020, March 13). Scaling is All the Rage, but How Do You Make it Happen,” *Students at the Center* - <https://studentsatthecenterhub.org/blog/scaling-is-all-the-rage-but-how-do-you-make-it-happen/>
Kawashima-Ginsberg, K. & Sullivan, F.M. (2017, May 10). How Civic Deserts Alienate Youth. *Commonwealth Journal*. - <http://wumb.libsyn.com/how-civic-deserts-alienate-youth>
Kawashima-Ginsberg, K. & Sullivan, F.M. (2017). “Study: 60 percent of rural millennials lack access to a political life.” *The Conversation*. March 26. - <https://theconversation.com/study-60-percent-of-rural-millennials-lack-access-to-a-political-life-74513>
Sullivan, F. M. (2007). “Free as in Speech: Tools for the Next Revolution,” *Community Media Review*, 30(1), Spring.
Sullivan, F. M. (2005). “Everything Old is New Again,” *Community Media Review*, 28(4), Winter.
Sullivan, F. M. (2005). “Scouting Talent: Hiring for the Next Generation Community Media Center,” *Community Media Review*, 28(4), Winter.
Sullivan, F. M. (2004). “Becoming a Citizen Journalist: The Hope for Community Blogging,” *Community Media Review*, 27(2), Summer.

Book Reviews & Conference Reports

Sullivan F.M. (2010). “Book Review: From the Ground Up.” Newsletter for the Community Research and Development Division of the Society for the Study of Social Problems. Spring.
Sullivan, F. M. (1999) “Working Circuits: A report on the 1998 NAMAC Conference.” *Afterimage*, 26(4) January/February.
Sullivan, F. M. (1996) “Community Service: A report on the 1996 NAMAC Conference,” *Afterimage*, 23(6) & 24(1) Summer.
Sullivan, F. M. (1995) “In the Public Interest: 1995 Alliance for Community Media International Conference & Trade Show,” *Afterimage*, 23(2) September/October.

WORK HISTORY

Jobs for the Future – <http://www.jff.org> – Boston, MA
Oct 21 – pres. Director, Research, Evaluation, & Analytics
Feb 18 – Sept 21 Associate Research Director - Research & Analytics Unit

Southern New Hampshire University – <http://www.snhu.edu> – Manchester, NH
Dec 21 – pres. Adjunct Faculty, Leading and Learning in a Competency-based System

University of Nebraska Omaha – <http://www.uno.edu> – Omaha, NE
Sep 18 – pres. Adjunct Faculty, School of Public Administration

Tufts University – <http://www.tufts.edu> – Medford, MA

Jul 12 – Feb 18 Senior Researcher, Center for Information and Research on Civic Learning and Engagement (CIRCLE – <http://www.civicyouth.org>), Jonathan M. Tisch College of Civic Life (<http://activecitizen.tufts.edu>)
Apr 17 – Feb 18 Affiliated Faculty, Urban and Environmental Planning Department (<http://as.tufts.edu/uep>), College of Arts & Sciences

University of Massachusetts Boston – <http://www.umb.edu> - Boston, MA

Jan 06 – Dec 20 Associate Lecturer – various programs and colleges
Jan 11 – Dec 12 Assistant Coordinator / Lecturer – Science in a Changing World / Creative & Critical Thinking Program, College of Education and Human Development - under direction of Dr. Peter Taylor
Sep 09 – Aug 11 Research Assistant to Dr. Heather MacIndoe, Public Policy PhD Program
Sep 07 – Aug 09 Research / Teaching Assistant to Dr. Michael Johnson, Public Policy PhD Program
Nov 02 Researcher – Community Media & Technology Program, College of Public and Community Service
Mar 02 – Aug 02 Curriculum Advisor – Core Competencies- Community Media & Technology Program, College of Public and Community Service

One Lowell - Lowell, MA

May 09 – Oct 11 Manager of Programs and Operations

University of Massachusetts- Lowell – <http://www.uml.edu> - Lowell, MA

Jul 06 – Dec 08 Program Manager for New Media – Broadcast & Student Media Office
Apr 05 – Jun 06 Coordinator, Media, Information & Technology Program

Organizers' Collaborative – Boston, MA

Oct 06 – Mar 08 Executive Director

Lowell Telecommunications Corporation - <http://www.ltc.org> -Lowell, MA

Mar 03 – Jan 06 Director of Community Programming / Community Liaison
Mar 00 – Oct 03 Director, Lowell Community Technology Consortium
Mar 97 – Mar 00 Director, Computer Resource Center