

# Akeish L. Forsythe, MEd

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## Executive Profile

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**Organizational Strategist** with over 15 years of experience as an expert in organizational development, strategic visioning and goal setting, and program analysis, recently for several national and international, state and local governments to assist with succession and transition planning, strategic planning and implementation, as well as leadership coaching surrounding equitable data management and use;

More generally, for initiatives seeking to design global, high-quality, and high-impact programs, by evaluating effectiveness and growth linked to pillars of the strategy.

International thought-partner who has supported change in governments, non-profit agencies, higher education, and schools within 500+ cities across North and South America, Europe, and Asia. Influential advisor and consultant to executive leadership teams dedicated to using insightful and equitable practices to inform forward progression.

Leader and “connector” who facilitates transformational relationships across business lines with renowned, high-stakes internal/external stakeholders such as the post secondary institutions, social impact initiatives, philanthropies, consulting firms, along with local, and national government agencies.

**Notable Partners:** JHU schools, JHU Coronavirus Resource Center, Bloomberg Philanthropies (BbP), Results for America (RFA), and United States Office of Management and Budget (OMB), Bennett Midland, Delivery Associates, Harvard-Kennedy Government Performance Lab, Behavioural Insights Team, Public Digital, Black Butterfly Baltimore, Seams Social Labs, Cornell University, Harvard University, Ballmer Group, Axle Group, etc..

## Competencies and Skills

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Performance Monitoring, Evaluation, and Management	Stakeholder, Funder Engagement	PMO / AGILE - SCRUM Project Management
Psychometric Assessments (MBTI, DiSC, PDI, SDI, TKI, etc.)	International Relations and Business Development	Talent and Organizational Development (Human Capital)
Change Management (PROSCI, TOC), Process Improvement	Diversity, Equity, Inclusion, and Bias Advocate	Executive leadership coaching / Strategy & Operational Planning
Qualitative and Quantitative Analysis and Insight Generation	Human Centered Design Approach and Techniques	Program design & Organizational Effectiveness Consultant

## Core Accomplishments

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- Facilitated an executive team retreat for the new Baltimore City mayor, Brandon Scott, and his C Suite/transition team, including CAO, Christopher Shorter to review and discuss citywide operational model,

establish strategic partnerships, draft organizational goals, and devise next steps and approach to implementation all based on the transition plan and recommended priorities.

- Developed action plans for each of the Mayor's Five Pillars according to the action plan framework and timetable.
- Designed, executed, and evaluated a \$60M government learning and leadership development initiative for City Mayors – Bloomberg Philanthropies City Data Alliance at the Johns Hopkins University Center for Government Excellence; the premier Mayor and senior leadership program launched in the US, Latin America, and Canada for 100 Mayors and their cities, in partnership with Bennett Midland, Delivery Associates, Harvard-Kennedy Government Performance Lab, Behavioural Insights Team, and Public Digital.
  - Completed city program teams wrote a fully drafted Citywide Data Strategy including details about a workforce data plan, a disaggregated data standard, and a centralized data platform; assisted by our world class technical assistance approach.
- Managed the professional development grant from OMB, the GEAR CHALLENGE, with a goal to coach 250 federal practitioners in specific data use topics under a \$300,000 budget in one year. Hosted 3 information sessions to market the initiative which attracted 450 potential learners in the KCMO region. Designed two blended, virtual learning pathways by customizing to address talent journey maps. Trained 376 learners in a total of over 289 modules leading to change in communication and reporting style for performance-based programs amongst 24 government agencies such as IRS, HUD, USDA, and FEMA.
- Produced and facilitated corporate-wide executive dialogue retreats for the Bloomberg Philanthropies Center for Government Excellence to assess current systems, processes, and service delivery models; hosted executive leaders and program staff resulting in above-average satisfaction and relevancy ratings. Key team member and thought partner throughout the change management process from unfreezing outdated practices to refreezing new habits. Supported the consistent communication and reinforcement throughout this time period.
  - Assisted in the creation of new and updated existing policies and/or standard operating procedures (SOPs) that have been effectuated across our organization, leading to system-wide restructuring in preparation for the next 3 years and a signed collaboration with a Diversity, Equity, and Inclusion consultant. Refined the Government Excellence Academy, under a 3 year - \$42M grant, with a goal of coaching 5k public sector employees from local governments to use data and evidence to engage the public, improve services, and evaluate the progress of programs and policies.
- Reengineered 16 Instructor-led courses as outcomes-based pathways in 3 key Data Practice Areas: Data Management, Performance Analysis, and Data Storytelling. Coached 13k public sector employees ranging from Analysts to City Managers.
- Responded to and facilitated the \$181k grant from the Pew-MacArthur Results First Initiative to provide customized technical assistance for state and local policymakers interested in performance measurement and outcome monitoring for their policies and programs. Coached the State of Iowa's Department of Corrections and the State of New Mexico's Legislative Finance Committee. Improved data quality standards and communication methods by leading corporate-wide gaps analysis to evaluate organizational data and management needs and providing key recommendations to their internal reporting style.
- Commissioned as exploratory analyst to develop data collection methodology and depict trends for the Early Re-entry Program under the Maryland Parole Commission with the IT Director – a pursuit to release offenders based on credits obtained while incarcerated. Performed analysis, reported insights on areas of development and success obtained from program data, and created extrapolation models to predict future progress and results.

- Adopt a nationally-developed performance assessment framework that links the goals and activities of reentry programs with direct “outputs” and long-term “impacts” (change in the community such as reduced recidivism and increased public safety) scaled across a broad range of constituents. Resulted in 10% budget increase in allocated funding to build capacity in district information systems in 22 prisons; decreased recidivism by 5%; saved Baltimore City Residents a total of \$7.2 Million as it relates to reduced victimization.
- Contracted as a liaison, advocating for the talent development and employment of residents in local contracts during gentrification attempts by a \$1.8 Billion, 88-acre Community Redevelopment Project - East Baltimore Development Initiative. Supported special projects, specifically out of the Mayor's Office of Employment and Development, to promote economic development and implement the Workforce Innovation and Opportunity Act in MD. Facilitated 1500 hours of presentation, workshops, and seminars that increased historical resident retention by 250% of the normal rate. Resulting in 30% of the EBDI workforce originating from the displaced community.

## **Program Management Experience**

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**Program Manager,** 2019 - Current  
**The Johns Hopkins University, Provost Office of Public Sector Data and Innovation** - Baltimore, MD

Primary lead designing global change management initiatives for potentially 2,000+ Mayors and public sector leaders across the United States, Latin America, and Canada. Co-building with a management team of international stakeholders/ partner organizations to reimagine executive leadership development and government, future of work policies as it relates to data management and use. Measures program outcomes, tests theories of change and ensures functional feedback loops for flexible and adaptive management of a premier coaching and training program.

**Program Analyst [Research Data Analyst],** 2007 - 2009, 2012 – 2013  
**MD Department of Public Safety and Corrections, Grants, Policies, and Statistics Agency for the Maryland Parole Commission** - Baltimore, MD

Build basic code to organize data and create valid sets. Generate biweekly reports, and create executive-level presentations for the board of directors – including consultants, Commissioner, Secretary, and Governor – in bi-monthly meetings; advise on findings and results, and follow up on queries and next step requests by officials. Define operational problems, analyze insights, and recommend solutions. Prepare visualizations, fact sheets, and written reports evaluating and tracking courses of action. Determine the effectiveness of community projects via comparison of pre/post, quantitative and qualitative data.

**Program Compliance Officer** 2009 - 2012  
**Mayor's Office of Employment and Development (MOED), Housing Authority of Baltimore City & Department Social Services** - Baltimore, MD

Support MOED with contract initiatives, partnering with Post-secondary education and private institutions, along with local businesses to translate experiences to employment by connecting highly skilled/willed residents to employers. Partner with Human Resources from public/private sectors to coordinate career pathing and contribute to organizational efforts on diversity, equity, and inclusion.

## **Academic Experience**

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**Online Programs Supervisor**

2018 – Current

**The Johns Hopkins University, Center for Talented Youth** - Baltimore, MD

Provides thought leadership and consulting to Executives in the areas of program design, change management strategies, and team formation. Performs the full range of management functions including planning, directing, and evaluating learning program activities, developing goals, and making short and long-range Math Enrichment program plans. Provides leadership and administrative guidance to staff and Instructors in the resolution of customer/family problems with content, technology, and policies, and in safety and risk management. Use data and evidence to make process/workflow changes. Incorporates broad knowledge of all human resources services including recruitment, training and development, payroll, compensation, benefits,

**Director of Teaching and Learning.**

2018 – 2019

**Five Smooth Stones Foundation, Baltimore Collegiate School for Boys** - Baltimore, MD

Develop, implement, and evaluate teaching and learning strategies using current research to improve learner outcomes associated with current national standards. Accountable for all program impact endeavors and provided strategic direction and insight rooted in performance measurement, evaluation design, and field best practices that effectively improve outcomes for black/brown boys and partners in the Baltimore communities. Took a data-driven approach to identify, scale, and continuously improve programs that deliver transformational impact and drive equitable outcomes for learners. Uses instruments and data to analyze behavior and to strategically support the needs of staff and recommend changes to leaders in the district. Research, maintain knowledge of industry trends, expertise in education policies, and innovative professional development opportunities that increase staff engagement and satisfaction and five smooth stones footprint.

**Data & Analytics Faculty (Licensed Teacher - [Advanced Professional Certificate, Mathematics](#)), 2013 – 2018**  
**Maryland Department of Education**

Design evaluations and meaningful interactions to increase retention and behavior change. Document progress for administrative reporting and individual planning purposes, and for recognition of progress. Ensure timely feedback on progress and performance to make room for reflection on goals. Committed to constant stakeholder updates. Organized collaborative conversations to gather data and write year-long goals and follow-up to reflect on the growth and discuss the next steps.

## Education

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**Master's in Education, 2018****Education, Research****Johns Hopkins University**

Thesis: "Data use in Education."

**Bachelor of Arts in Sociology, 2009****Organizational/Industrial Psychology****Towson University**

Thesis: "Human Resource policies on hiring Ex-Offenders" - **nominated for the Irwin Goldberg award for Outstanding Research.**

**Executive Leadership Certification**

Johns Hopkins University,

**Carey School of Business***Organizational Management & Development**Human Centered Innovation and Design**Leadership and Management**Project Management**Business Communication**Financial Management (IP, 2023)*

## Content Development (courses I have created or revised)

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|--------------------------------|---------------------------------|--|
| -Data Management               | -Data Sharing Agreements        | -Strategic Planning                    |
| -Data Governance               | -Communicating with Data        | -Managing Cognitive Bias               |
| -Performance Analytics         | -Advanced Analytics Projects    | -Performance Management                |
| -Data Visualization            | -Community Engagement           | -Workforce Development & Data          |
| -Advanced Analytics in Govt.   | -Data Storytelling              | -Assessing Algorithms                  |
| -Data Inventorying             | -Exploring Performance Measures | -Aligning Vision to Outcomes           |
| -Leading Confidently with Data | -Articulating Problems          | -Investing in Talent, Systems, & Tools |

## Technical/Languages/Geographical Experience

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### Computer Skills

MS & Google, STATA, PowerBi, DHIS2, Tableau, Python, R, GIS, SAS/SPSS, Excel, Access, Asana

### Languages

English (●●●●●●●●); Spanish (●●●●●●●●); Chinese (●●●●●●●●); Russian (●●●●●●●●)

### Countries of Work Experience

Mexico, Canada, United States, United Kingdom, Spain, China, Greece, Romania, Japan, Colombia, Argentina, Brazil, Armenia, Dominican Republic, Korea