

CURRICULUM VITAE
RONALD L. QUINCY, PH.D.

Rutgers, The State University of New Jersey
Edward J. Bloustein School of Planning and Public Policy
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EDUCATION

PhD	Social Sciences [Cognates: Criminal Justice and Research & Planning]	Michigan State University College of Social Sciences East Lansing, Michigan	1981
MA	Urban Affairs, Sociology, Political Science	University of Detroit College of Arts and Sciences Detroit, Michigan	1973
BA	Liberal Arts Political Science, Sociology	University of Detroit College of Arts and Sciences Detroit, Michigan	1971
	Executive Education Certificates	Senior Managers in Government John F. Kennedy School of Government Harvard University Cambridge, Massachusetts	1984
		Social Media Marketing for Nonprofit Leaders and Public Officials Rutgers, The State University of New Jersey New Brunswick, New Jersey	2012

SUMMARY LISTING OF SELECTED PAST PROFESSIONAL POSITIONS

- **Professor of Professional Practice, Academic Director and Principal Investigator** (Current position)
Rutgers, The State University of New Jersey
- **Founding Academic Director**, Mandela Washington Fellowship, Rutgers Leadership in Civic Engagement Institute
- **Founding Director**, Center for Nonprofit Management and Governance, Lecturer/Professor I School of Social Work, Rutgers University
- **Associate Vice President/Assistant to the President**, Harvard University
- **Executive Director and Chief Operating Officer**, Martin Luther King, Jr. Center for Nonviolent Social Change
- **Director**, Department of Civil Rights, State of Michigan (Gubernatorial Cabinet Position)
- **Director**, Office of Human Resource Policy and Special Projects, State of Michigan (Gubernatorial Appointment)
- **Special Assistant to the Governor**, State of Michigan
- **White House Fellow and Special Assistant to the Secretary**, US Department of Housing and Urban Development, (HUD)
- **Foreign Policy Advisor**, US State Department, Africa Bureau

- **Executive Director**, Congressional Black Caucus Foundation
- **Senior Management Consultant**, Change and General Management Practice, Towers Perrin

CURRENT ACADEMIC ADMINISTRATION EXPERIENCE

Rutgers, The State University of New Jersey
New Brunswick, New Jersey

2009-Present

Edward J. Bloustein School of Planning and Public Policy

Professor of Professional Practice

(July 2017-Present)

Academic Director,

Mandela Washington Young African Leadership Initiative-Rutgers Civic Leadership Institute

School of Social Work

Professor of Professional Practice

(July 2014-July 2017)

Academic Director,

Mandela Washington Young African Leadership Initiative-Rutgers Civic Leadership Institute

Co-Editor-In-Chief, *COLLABORATIONS: Journal of Community-Based Research and Practice*

- (Selected by faculty from Rutgers University and the University of Miami to serve as Co-Editor-In-Chief of a new journal jointly sponsored by the two institutions; to be published Spring 2016 as a peer reviewed periodical by bepress)

Founding Director, Center for Nonprofit Management and Governance

(April 2009-June 2014)

Lecturer/Professor I

Co-Editor-In-Chief, *Journal for Nonprofit Management*

School of Arts and Sciences

(September 2010-Present)

Honors Program, Seminar Faculty Member

Byrne Family Seminars, Seminar Faculty Member

- Co-Lead Rutgers team in developing successful grant proposal for the Washington Young African Leaders Fellowship Program (renamed Mandela Washington Young African Leadership Initiative). This is an initiative spearheaded by the President of the United States. The project funding cycle is 5 years. Fellows were selected from Sub-Saharan Africa from mid- 20's to mid-30's years of age. A Residential Leadership Institute has been created with a focus on Civic Engagement and Nonprofit Management.
- As Founding Director of the Center for Nonprofit Management and Governance "Center," designed, developed and implemented an extensive expansion of a university unit dedicated to scholarship, training, research, consultation, technical assistance and public policy formulation relevant to the leadership of nonprofit organizations in New Jersey, the United States and globally.
- The Center developed training programs including but not limited to seminars, certificate programs, traveling workshops and distance learning; and works with faculty members to improve and strengthen the curricula relating to the academic concentration on nonprofit and public management within the School of Social Work at Rutgers, The State University of New Jersey.
- The Center worked to expand and strengthen field placement choices and experiences for students focusing on nonprofit management; serves as a convener, catalyst and facilitator for the development of sound public policy affecting the governance and management of nonprofit organizations; and creates dynamic solutions to social problems and to strengthen family and community well-being in this diverse and increasingly global environment of New Jersey and beyond.

- Oversaw the New Jersey Transitions for Youth program (TFY), a multi-faceted statewide initiative for a diverse group of youth transitioning from the New Jersey child welfare system into adulthood; and are faced with many challenges, including a higher risk for homelessness, substance abuse and unstable employment.
- Increased TFY budget by over 150% in three years.
- Collaborated with Center colleagues to design, develop and implement an extensive expansion of the following TFY programs:
 - Project Myself [approximately 350 college level students; dramatically increased direct face-to-face services]
 - Summer Housing and Internship Program [expanded a diverse group of youth scholars from 10 to 40 summer residential funded participant slots]
 - Summer Internship Program; new initiative for summer 2013 [20 funded summer scholar participant slots]
 - Youth Speaker's Bureau [elevated training; increased youth speaker engagements]
 - Youth Advisory Boards [11 county-wide boards, enhanced youth impact in New Jersey child welfare policy and decision-making]
- Collaborated with Center colleagues to design, develop and launch a new statewide Youth Advisory Board.
- Collaborated with Center colleagues to spearhead a partnership with 15 nonprofit organizations, faith-based and other organizations to create the Rutgers-AmeriCorps Healthy Futures Initiative. This federally funded project strengthens and facilitates higher levels of service delivery in the Camden, New Jersey community. Annually oversees 30-40 AmeriCorps members who engage in services to address the health and wellness of the Camden community by establishing healthy and nutritional eating clubs, safe walking clubs, and increasing the capacity of community gardens in a city that is struggling with poverty and access to healthy food.

INSTRUCTION AND COURSE DEVELOPMENT (2009-2017):

Courses Taught at the Rutgers Edward J. Bloustein School of Planning and Public Policy (Undergraduate and Graduate) (2017-Present)

- Health Disparities
- Global Health Perspectives
- Seminar Urban Planning (Community Organizing)
Designed grant writing course and serves as lead instructor for this highly rated and popular continuing education course
- Poverty in the U.S.
- Seminar Public Policy
- Principles of Public Policy
- Intro to Public Policy
- Intro to Planning, Policy, and Health
- Managing People and Organizations
- Global Poverty

Graduate Level Courses Taught at the Rutgers School of Social Work:

- Policy Perspective on Poverty and Inequality
- Social Welfare Policy and Services
- Diversity and Oppression
- Fundraising and Marketing

- Supervision and Consultation
- Human Resource Management
- Social Services and Welfare Policies II: Health and Aging
- Community Organization
- Community Organization (designed on-line version of this course)
- Research Methods I

Undergraduate Level Courses Taught at the Rutgers School of Social Work:

- Groups at Risk (Diverse Populations)
- Developed a three course special topics (three credit hour) series:
 - Special Topics: Leadership
 - Special Topics: Research Practicum
 - Special Topics: Social Issues Colloquium

Rutgers Study Abroad Program Courses Developed:

- *South Africa*
 “Social and Economic Justice: Building Cross Cultural Competences through Community Engagement” (approved by Global Affairs Winter 2017) (In planning stages by Edward J. Bloustein and Rutgers Global)
- *Brazil*
 “Social and Economic Justice: Building Cross Cultural Competences through Community Engagement” (In planning stages by Edward J. Bloustein and Rutgers Global)

Course Taught at the Rutgers School of Arts and Sciences Honors College (Undergraduate) (2010-Present)

- The Anti-Apartheid and Civil Rights Movements: King and Mandela - Lessons in Leadership
Designed and developed this highly rated undergraduate honors course (one of a few full semester courses devoted to leadership principles at Rutgers University)

Courses Taught at the Rutgers School of Arts and Sciences (First-Year Undergraduate) Seminars sponsored by the Byrne Family Seminar Endowment (2010-Present)

- The Byrne Seminar: “Making a Difference: Leadership of Civil Society Organizations in Sub-Saharan Africa”
- The Byrne Seminar: “Effectively Utilizing Crowd Sourcing and Other Media for Global Causes”
- The Byrne Seminar: “The Art and Science of Asking for Money: Fundraising to Do Good”
- The Byrne Seminar: “Show Me the Money: Fundraising for a Cause”
- The Byrne Seminar: “Fundraising for Disaster Relief”
Designed and developed these freshman seminar courses, jointly with the Executive Vice President for Academic Affairs

Rutgers Continuing Education Course Taught (2010-Present)

- **Social Justice and Nonviolent Conflict Resolution** (Two day intensive workshop)
- **Grant Writing Essentials** (Two day intensive workshop)
Designed grant writing course and serves as lead instructor for this highly rated and popular continuing education course for nonprofit public managers and other executives

SELECTED RUTGERS UNIVERSITY-WIDE SERVICE:

- Appointed by the President of Rutgers University, as a member of the University-Wide Committee on Common Purposes (2015-Present)
- Appointed by the President of Rutgers University to serve on the President's Diversity Council (2014-Present)
- Selected by the President of Rutgers University to serve on university-wide Strategic Planning Committee on Cohesive, Vibrant, Diverse, and Inclusive Culture (2013)
- Appointed by the President of Rutgers University to serve on the Search Committee for the selection of a new Director of Athletics (2013)
- Selected by the Executive Vice President for Academic Affairs to serve as a member of the university-wide Faculty Advisory Council on Civic Engagement & Service Education (2012 – Present)
- Member of the Civic Engagement & Service Education Partnerships (CESEP) Program, Online Multimedia Work Group of the CESP Faculty Advisory Council (2012-Present)
 - Co-leading the creation of a new Journal on Civic Engagement and Service Learning jointly with the University of Miami, Miami, Florida
- University-Wide Academic Program in Fundraising (2010)
 - Selected by the Executive Vice President for Academic Affairs, and Dean of the School of Social Work to support an initiative to create a diverse pipeline of next generation fundraising, development, and marketing professionals; and to produce greater academic fundraising, marketing and grantsmanship opportunities

FACULTY COMMITTEES:

- **Rutgers Edward J. Bloustein School of Planning and Public Policy Committees**
 - Undergraduate studies
 - Public Policy
 - PHD Faculty
 - Planning
- **New Brunswick Graduate School Dean's Fellowship Review Committee**
- **Rutgers PHD Committees**
 - 2018-Present: Edward J. Bloustein School of Planning and Public Policy student, Edward Cooper
 - 2018- Present: Committee Chairman of Rutgers-Newark Division of Global Studies student, Moses Myofee
 - 2019- Present: Edward J. Bloustein School of Planning and Public Policy student, Josephine Nkrunziza
 - 2019- Present: Graduate School of Education, Outside Faculty Member student, Daniel Henry Smith
- **Rutgers School of Social Work Faculty Committees and Task Forces**
 - Member of the Advisory Board, Huamin Research Center, Rutgers, School of Social Work [Center funded by major foundation in China to focus on social welfare and philanthropy in China] (2012 - Present)
 - Selected by the Executive Vice President to serve on the School of Social Work, Dean Search Committee (2013)

- Member of the Faculty Task Force, School of Social Work, Master's Degree in Social Work Nonprofit/Public Management Concentration (2013 - Present)
- Member of the School of Social Work Non-Tenured Track Faculty Advisory Committee (2012)

AWARDS AND HONORS AT RUTGERS UNIVERSITY:

- Most Supportive Faculty Member of the Year Award, Rutgers School of Social Work (May 2010)
- Special Award and Recognition for Research and Humanitarian Accomplishments in Disaster Relief Efforts in Haiti, Rutgers Haitian Student Association (HARU) (December 2011)
- Phi Alpha Honor Society Faculty Award and induction into the New Jersey Chapter of the Phi Alpha Honor Society (April 2013)
- Faculty Partner of the year, Rutgers Collaborative Center for Community-Based Research and Service (2017)

RUTGERS PUBLIC, COMMUNITY AND INTERNATIONAL SERVICE:

- Selected by the Dean of the Rutgers School of Social Work to serve as an instructor for the Rutgers Israel Study Abroad Program, (Winter Session 2010)
- Selected by the Dean of the Rutgers School of Social Work to serve as an instructor for the Rutgers China Study Abroad Program, Beijing, China Summer Session, (2012, 2013)
 - Prepared several comprehensive presentations for leaders in the China civil society, philanthropic, and NGO sector
- Conducted the only state-wide symposia on the integration of The University of Medicine and Dentistry and Rutgers University, with a focus on fostering collaborations across the University and the nonprofit sector (2013)
- Member of New Jersey for Haiti's humanitarian mission trips to Haiti to provide disaster relief support services and conduct research on human services needs assessments related to the January 2010 Earthquake (2010-2013)
- Created embedded study abroad program for Rutgers Honors students to South Africa, with a focus on social and economic just in South Africa, (Winter Session 2017)
- Faculty Director of Honors Study Abroad Program, "Social & Economic Justice in South Africa," School of Arts & Sciences, and Honors College, Rutgers-New Brunswick (2017-2018)
- Presented "Imagining, Nurturing, Sponsoring, and Sustaining a Leadership Pipeline for Twenty First Century Africa: The Mandela Washington Fellowship for Young African Leaders" at Rutgers University (April, 2019)
- Hosted guest professors from the Federal University of Minas Gerais in Brazil, Dr. Noronha and Dr. Guedes, for a "Measuring Preferences for Health and Environmental Services" workshop at the Rutgers Center for Latino Arts and Culture and guest lecture at Dr. Quincy's Global Health Perspectives Class (October, 2019)
 - Discussed potential joint MOU between the Federal University of Minas Gerais and Rutgers University with Rutgers Global
- Faculty Coordinator of University-wide memorandum of understanding between Rutgers University and Pontifical Catholic University, Belo Horizonte, Brazil (2015-present)
- Key Contributor towards Rutgers-New Brunswick's successful reaccreditation for the Carnegie Classification for Community Engagement

RECENT GRANTS AND CONTRACTS (PARTIAL LISTING):

- Principal Investigator and Academic Director for the **Mandela Washington Young African Leaders Program** (an initiative of the President of the United States) \$750,000 initial five year funding level.
- Principal Investigator (January 2011-August 2013)—**Rutgers –AmeriCorps Healthy Futures Initiative**. Contracted through the United States Corporation for National and Community Service, and the New Jersey Commission on National and Community Services, this contract had a three-year total contract ceiling of \$714,534.
- Principal Investigator (January 2011-2013) —**Rutgers—Summer Housing and Internship Program Expansion**. Contracted through the New Jersey Department of Children and Families, this contract had a total annual recurring budget of \$380,320.
- Principal Investigator (2013) —**Rutgers Summer Internship Program (SIP)**. Contracted through the New Jersey Department of Children and Families. Oversaw creation of new program component to provide human and educational services for a diverse group of youth aging out of the New Jersey foster care system, total initial annual budget of \$271,000.
- Principal Investigator (July 2010-2013)—**Rutgers—Transitions for Youth**. Contracted through the New Jersey Office of Adolescent Services and the New Jersey Department of Children and Families, administered under the umbrella of the Center for Nonprofit Management and Governance. The Center currently oversees all aspects of Transitions for Youth (TFY), including Project Myself, Speaker’s Bureau, Youth Advisory Board, Adolescent Training Initiative for Child Welfare Staff, the TFY website and the Summer Housing and Internship Program (SHIP). The contract is renewable: July 2010- \$727,000, July 2011- \$1,039,699, the projected annually recurring contract for July 2012 total is \$1,180,000; the projected total TFY budget for fiscal year 2013-2014 is approximately \$1,450,000.
- Principal Investigator (2012-2013). Oversaw the creation of new youth employment coordination project in partnership with the New Jersey Department of Children and Families (CDCF), total funding \$68,000.
- Co-Principal Investigator/Subcontractor (January 2012-2013)—**Voices of September 11th: Learning from 9/11 and Other Incidents of Mass Violence to Enable More Effective Long-Term Local Support**. Contracted through Voices of September 11th (VOICES) and the Office of Justice Programs, this contract had a total budget of \$38,500.
- Principal Investigator (2013) —**Rutgers—Price Family Foundation Fellows Program**. Designed comprehensive academic support program for a diverse group of young people who have had an experience with the child welfare and foster care system, total annual budget of \$156,000.
- Co-Principal Investigator (2013) — statewide **Youth Advisory Boards (YAB)** funded through the New Jersey Department of Children and Families. Design and implement statewide YAB’s. YAB’s are proposed to empower youth and young adults in New Jersey to advise public policy decision makers on issues that impact the youth population of New Jersey.; to advocate for public policy change. Annual funding is \$673,000.

SELECTED RESEARCH PROJECTS AT RUTGERS UNIVERSITY:

- Principal Investigator, “A Case Study of the Arturos Community,” Belo Horizonte, Mina’s Gerais, Brazil (November 2014 – Present)
- Principal Investigator, Women with HIV/AIDS in New Jersey, Customer Satisfaction Survey (2010 – 2012)

- Principal Investigator, for one of the most comprehensive analysis on the nonprofit sector in New Jersey (Phase I, 2010) (Phase II, 2012) (Phase III, 2020)
- Co-Principal Investigator, Collaborated with the Rutgers Eagleton Center for Public Policy Polling, on a statewide study of over 900 citizens related to the impact of Hurricane Sandy and the role of non-profit, faith-based, and government support(2013)
- Principal Investigator, Study on the Nonprofit Sector in New Jersey (Phase II, 2011)
- Principal Investigator, Youth Services Customer Satisfaction Study for the Trenton - Camden District of African Methodist Episcopal Churches (AME), [27 church congregations] (2011)
- Principal Investigator, “Engaging the Humanitarian Crisis in Haiti [Haiti Earthquake Community Needs Assessment and NGO Sustainable Capacity Building in Selected Communities in Haiti]” (2010 – Present)

CONFERENCE PRESENTATIONS (PARTIAL LISTING):

- Quincy, R.** Speaker, “Triangular Block Train Racial Oppression in America: Linking Past Discrimination to Present Day America.” Presented at TEDxRutgers, Hosted at Rutgers University, New Brunswick, New Jersey (2019)
- Quincy, R.** “Sustainable Building University and Community Board Networks,” U.S. State Department, Washington, DC (2018)
- Quincy, R.** Speaker and Panelist, “Detroit: Past, Present, and Future,” Sesquicentennial Symposium, Wayne State University, Office of the President, and Center for Peace and Conflict Studies, Detroit, Michigan (October 2018)
- Quincy, R.** “Industry and University Technology Partnerships: The Grande Challenge – A Case Study.” Presented at Durban, South Africa (September 2018)
- Quincy, R.** Speaker, “Social & Economic Justice: Managing Conflicts and Challenges in the 21st Century.” Presented at the Pontifical Catholic University, Belo Horizonte, Brazil (August 2018)
- Quincy, R.** Speaker, “The Profits of Nonprofits.” Presented at GlobeMed’s 6th Annual Gala, Rutgers University, New Brunswick, New Jersey (April 2018)
- Quincy, R.** Speaker, “Leading Non-governmental Organizations for International Causes.” Presented at GlobeMed (April 2018)
- Quincy, R.** Speaker, “A Republic of Social Justice: Reimagining Civic Institutions,” White House Fellows Annual Conference, Washington, D.C. (October 2017)
- Quincy, R.** Facilitator, “Deal-making and Democratizing Dispute Resolution in the Workplace,” Mandela Washington Fellowship for Young African Leaders Summit, U.S. State Department, Washington, DC (August 2017)
- Quincy, R.** Moderator, “Ignite Idea Storm Session on Equality, Ethics, and Opportunity in Sub-Saharan Africa,” United States Summit for Young African Leaders, Washington, DC (July 2016)
- Quincy, R.** Speaker, East African Grant Makers Conference. Hosted by Johnson & Johnson, Nairobi, Kenya (April 2016)
- Quincy, R.** Speaker, VOICES Center of Excellence for Community Resilience Symposium: Promoting Resiliency in Communities Impacted by Trauma “Identification and Treatment of Long Term Needs” New Brunswick, New Jersey (January 2015 and 2014)
- Quincy, R.** Lecture, “Global Citizenry and Leadership,” Dimensions Pontifical Catholic University, Bela Horizonte, Brazil (November 2014)
- Quincy, R.** Speaker, XIV "Journal de Servico Social" (Social Work Journey), Bela Horizonte, Brazil (November 2014)

Quincy, R. Lecture, "Leadership Competencies and Sense of Personal Place in an Increasingly Internationalized Competitive Environment," Dimensions Pontifical Catholic University, Bela Horizonte, Brazil (November 2014)

Quincy, R. Panelist, "Protecting the Public in Public Policy: The Growing Privatization of the Public Realm," Forum on Privatization. Rutgers University, Bloustein School of Planning and Public Policy, New Brunswick, New Jersey (November 2014)

Quincy, R., Battle, D., Nepomnyaschy, L. Panelist, "We are Ferguson: A Social Work Call to Action" Rutgers University, School of Social Work, New Brunswick, New Jersey (October 2014)

Quincy, R. Panelist, "Reflections on Effectively Designing and Managing Diversity Programs," sponsored by Office of Diversity and Inclusion, Rutgers, The State University of New Jersey (August 2014)

Quincy, R. Moderator, VOICES of September 11th Center of Excellence for Community Resilience Symposium: Promoting Resiliency in Communities Impacted by Trauma "Identification and Treatment of Long Term Needs" New Brunswick, New Jersey (January 2014)

Quincy, R., Auicello, J., Okonkwo, C. "Effective Job Searches: Changing World of Work." Presented at the New Jersey Department of Human Services, Division of Natural Disasters and Terrorism, Hope and Healing Conference (the aftermath of Superstorm Sandy). New Brunswick, New Jersey (January 2014)

Quincy, R. Battle, S. "The Role of Government and Nonprofit Organizations in Response to Natural Disasters: Superstorm Sandy a Case Study" Renmin University, Beijing, China (May 2013)

Quincy, R. Panelist, Annual Institute, National Network of Social Work Managers; "Hurricane Sandy: Challenges and Opportunities for Grassroots Organizations in Disaster Relief" (May 2013)

Quincy, R. Guest Speaker for Phi Alpha Honor Society. "Global Social Workers: 21st Century Paradigm" (April 2013)

Quincy, R. Ludeke, R. Graduate School of Applied and Professional Psychology Cultural Conference. (2013)

Quincy, R. Sinha, J., Shpiegel, S." How to Utilize Students in Community Practice and Research" Presented at the Council on Social Work Education Conference, Washington, DC, (November 2012)

Quincy, R. "Succession Planning Among Nonprofit Organizations in New Jersey: Findings from a Statewide Survey." Presented at the National Network of Social Work Managers, San Diego, California (April 2012)

Quincy, R. "How to Create Meaningful Field Placements for Students" Presented at the National Network of Social Work Managers, San Diego, California (April 2012)

Quincy, R. Staats, A. & Chastain, B. "Gangs and Community Organizations: Geospatial Mapping." Presented at the New Jersey Alliance for Children, Youth and Families Annual Conference, New Brunswick, New Jersey (May 2011)

Quincy, R. Chastain, B. "Impact of Social Issues on Nonprofit Constituents: Resiliency During Tough Economic Times—Where Does Your Organization Stand?" Presented at the Passaic County Workforce Investment Board's Faith Based Non-Profit Community Conference, Wayne, New Jersey (May 2011)

Quincy, R. "Your Leadership Journey: The Global Student." Presented at the 2011 TRIO Day Program, Tri-State Regional Upward Bound Youth Summit, Hosted at Rutgers University, New Brunswick, New Jersey [multi-state regional conference] (February 2011)

Quincy, R. "Community Servant Leadership: Mission, Purpose and Prospectus." Presented at the Camden-Trenton District, Executive Leadership Council Conference at the Bethel African Methodist Episcopal Church, Trenton, New Jersey (October 2010)

Quincy, R. “Diversity in Nonprofit Organizations and Public Charities: Strategic Pathway for Institutional Renewal.” Presented at the National Network for Social Work Managers 21st Annual Management Institute at Fordham University Graduate School of Social Science: Lincoln Center Campus, New York, New York (April 2010)

Quincy, R. & Staats, A. “Gangs and Community Organizations.” Presented at the New Jersey Alliance for Children, Youth and Families Annual Conference, New Brunswick, New Jersey (May 2010)

Quincy, R. Workshop Panel Moderator, “Remaking Management: Vision, Technology, Practice,” convened during National Network of Social Work Managers 2011 Conference, conducted at the University of Maryland, Baltimore, Maryland [Served as subject matter expert moderator for two major workshops] (April 2011)

SELECTED RECENT PUBLICATIONS:

Quincy, R., Battle, S., Link, R., Marcodo, P., Paiva, N., Simao, A., “Historical and Contemporary Community Profiling of a Brazilian Quilombo,” (In-progress article under review by *The Journal of Latin American and Caribbean Anthropology*)

Quincy, R. *Collaborations: A Journal of Community-Based Research and Practice* (2019)

Quincy, R. “Industry and University Technology Partnerships: The Grande Challenge – A Case Study,” (2018)

Quincy, R. *Collaborations: A Journal of Community-Based Research and Practice* (2018)

Quincy, R. *Collaborations: A Journal of Community-Based Research and Practice* (2017)

Quincy, R. *Collaborations: A Journal of Community-Based Research and Practice* (2016)

Edwards, R., **Quincy, R.** *Overview of the Nonprofit Sector in the United States: Implications in the Twenty-First Century for Civil Society Entities in China.* Han, K-Q., Huang, C-C., Zeng, X., & Edwards, R. L. (eds) (2012). Comparison of Social Welfare in China and United States. Shandong People's Publishing House, Shandong, China.

Quincy, R., Ludeke, R., Battle, S., Yi, S. *Leadership Roles for Grassroots Organizations and the Philanthropic Sector in Disaster Relief: China and the US.*, Edwards, R., et al (eds) (2013) The Comparative Study of Social Work Education in China and US. Social Science Academic Press (China).

Quincy, R., Reed, K., Sinha, J., “Use of Performance Measures in Nonprofit Organizations: Results from a Statewide Survey,” (To be submitted to *Journal of Business and Economics* (ISSN) 2155-7950)

Quincy, R., Reed, K., Sinha, J., “Role of Youth as Responders in National Disaster: Results of a Statewide Study of Hurricane Sandy,” (In-progress).

Quincy, R., “Too Big to Fail: The Nonprofit Industrial Complex and Grassroots Community Based Organizations,” (In-progress article to be submitted to *Stanford Innovations*).

Quincy, R., “Historical and Contemporary Community Profiling of a Brazilian Quilombo,” (To be submitted to *The Journal of Latin American and Caribbean Anthropology*)

Quincy, R. *Social Justice in America: Strategically Leading Diversity & Inclusion.* Textbook, (Textbook actively under national academic peer review)

SELECTED RECENT BOOK CHAPTER PUBLICATIONS

Quincy, R., and Gigliotti, R., *Leadership Competencies of Young African Leaders: A Study of the Rutgers' Mandela Washington Fellows.* Book chapter, (2019). Competencies for Effective Leadership: A Framework for Assessment, Education, and Research, Emerald Publishing Limited.

Quincy, R., Battle S., Ludeke, R., *The Role of Government Agencies in Response to Natural Disasters: A Case Study of Superstorm Sandy.* Book chapter, Wu, F.; & Huage, C-C. (Eds.) (2015). Comparative Study of Social Policy in China and USA. Beijing, China: Social Sciences Academic Press.

Quincy, R., and J. Brothers, eds. *Journal for Nonprofit Management* 13.1 (2013): n. pag. Print.

Quincy, R., and J. Brothers, eds. *Journal for Nonprofit Management* 12.1 (2012): n. pag. Print.
Farmer, A., **Quincy, R.**, *Social Workers as Crisis First Responders in Disasters*, invitational book chapter, selected from among over 2,000 international abstracts submitted. Volume II: Social Work Environmental Change and Sustainable Social Development, Stockholm, Sweden, Ashgate Publishing.

PAST PROFESSIONAL MACRO-PRACTICE WORK EXPERIENCE

National Strategic Solutions, Washington, DC

Managing Partner (1996-2009)

- Responsibilities included providing diversity & inclusion consultation, strategy and organization planning, change management and public policy analysis consultation to nonprofit organizations, corporations, governmental agencies and higher education institutions
- Extensive engagements in program evaluation, journey management and executive coaching. Several sample projects:
 - Served as Principal Investigator for several higher education strategy projects; served as Principal Investigator for comprehensive evaluation of a nationally rated science, technology, engineering, and mathematics (STEM) program sponsored by the United States Office of Naval Research (ONR)
 - Served as Co-Principal Investigator for several consulting engagements with Historically Black Colleges and Universities (HBCU's)
 - Served as Co-Principal Investigator for the South Africa Postal Service and Post Bank, Pretoria, South Africa. Helped to design and conduct strategy sessions for the CEO and executive leadership of the South African Postal System and Post Bank

Congressional Black Caucus Foundation, Washington, DC

Executive Director (1995-1996)

- Served as Chief Operating Officer of this national nonprofit research, public policy, and educational organization
- Directed major organizational, fundraising development, and financial restructure
- Directed research projects sponsored by the Ford Foundation, USAID and other funders
- Major accomplishments included complete reorganization of the foundation's operations, staff, vendor relations, etc., resulting in turning around a perennial operation deficit to an operating surplus in one year
- Designed and lead one of the largest fundraising special events initiatives in the organization's history resulting in a substantial surplus of funds.
- Completed processing to reinstate the organization's private voluntary status (P.V.O.) with USAID
- Designed and staffed one of the Nation's largest weeklong conference focused on political and economic empowerment for diverse populations, including multiple congressional hearings, town hall meetings, and other public affairs events

Towers Perrin, Atlanta, GA

Change and General Management Practice (1993-1995)

- Senior level management consultant for the world's 11th largest management consulting firm with 72 offices and a client base consisting of three fourths of the global 500 corporations. Client engagements included governmental, nonprofit and higher educational institutions, as well as manufacturing, consumer products, financial institutions, industry and trade organizations

- Conducted policy research, evaluations and performance measurement assignments. Consulting included corporate strategy, human resource management and diversity management
- Co-led the firm's largest executive client engagement in history. Project assignments included chief labor relations consultant, lead human resources consultant and co-strategy leader on this 12 month extensive engagement
- Co-led the firm's strategy executive coaching engagement with the GM of Metropolitan Atlanta Transportation Authority, Atlanta, Georgia

Martin Luther King, Jr. Center for Nonviolent Social Change, Atlanta, GA

Executive Director and Chief Operating Officer (1991-1993)

- Reported to the Founding President Mrs. Coretta Scott King and the Board of Directors
- Responsibilities included administration, finance, resource development, research & educational programs and public relations operations. Provided coordination and oversight for the Center's joint major research and publication projects, involving Stanford University and Emory University
- Provided daily direction for conflict resolution programs, including international activities, training and economic & community development. Directed protocol activities for numerous heads of state visitations including the President of the United States, former Presidents of the United States, the Queen of Norway, Nelson Mandela and numerous others
- Directed tourism activities for over one million annual visitors. Directed major organizational restructuring
- Expanded grants & contracts, major capital contributions from USAID, and major corporations & foundations
- Directed oversight for extensive national volunteerism activities; developed major institutional collaborations, including Harvard University, national nonprofits and international NGO's
- Designed and directed highly regarded voter education and nonviolent conflict resolution project in South Africa in collaboration with South African universities, NGO's and the United States Ambassador to South Africa. Project outcomes included training over 500,000 Black South Africans on civic engagement, voter education and non-violent conflict resolution. Successfully prepared grant to USAID to fund project for \$550,000
- Principal executive staff liaison to the United States Parks Service, related to the Martin Luther King, Jr. National Historic District
- Served in executive support and planning role in the 1996 Olympic Games in Atlanta, Georgia
- Served as principal executive planner for visits by world leaders, heads of state, royalty and other international leaders
- Established the organization's Private Voluntary Organizations (PVO) with the US Agency for International Development (USAID)

Harvard University, Cambridge, MA (1987-1991)

Assistant to the President of the University/

Associate Vice President of the University/

Executive Manager

- Reported directly to the President of the University. As a member of the President's senior cabinet, provided executive advice and counsel to the President, deans, vice presidents and other senior university official on matters pertaining to affirmative action
- Served as chief affirmative action officer
- Other duties included program development, performance management, executive recruitment, professional development, labor relations, special projects and related functions

- Created an innovative and nationally recognized leadership fellowship program for academic administrators to increase the number of minorities and women in academic administration positions (now serving under its fourth Harvard University president)
- Researched and published annual study on tenure track and tenured faculty for underrepresented minorities and women. The study comprised of faculty data from Ivy League institutions, and other highly selected research universities including Massachusetts Institute of Technology (MIT), Stanford University, University of Chicago, Northwestern University, University of California-Berkley, University of Michigan, University of Virginia, University of North Carolina and Duke University
- Served a key leadership role in the strategic design and implementation of a nationally recognized landmark labor agreement with over 5,000 predominately female clerical and support employees. As a signatory to this agreement, served a key role in the negotiation design and effective implementation of collective bargaining agreement
- Conducted numerous guest lectures, presentations and symposium at the School of Arts & Science, Business School, School of Education, John F. Kennedy School of Government, Dubois Research Institute, Afro-American Studies Department, Harvard Institute for International Development and other university academic, research, public, civic and community service units

Advisory Roles and Committee Appointments at Harvard:

- Chair, Harvard Women & Minorities University-wide Affirmative Action Committee
- Harvard Foundation Advisory Board
- Harvard Medical School Minority Affairs Committee
- Advisor to the Harvard Institute for Internal Development
- Affiliated Member, Quincy House, Undergraduate Academic Community, Harvard College
- Member, Black Faculty and Administrators Association
- Faculty Advisor to the Harvard School of Arts and Sciences Black Student Association (BSA) (selected by students for two-terms)

U.S. State Department, Africa Bureau, Washington, DC

Foreign Policy Advisor (1986-1987)

- Responsibilities focused on the Sub-Saharan
- Provided project level leadership including research and program evaluation for NGO's, assistance for high priority projects in education, labor, community development, leadership training and business development for disadvantaged black South Africans
- Served as diplomat escort officer for high level delegation on behalf of the US Secretary of State
- Assisted in the design and development of one of the largest United States Agency for International Development (USAID) missions in sub-Saharan Africa. Extensive training in cultural competencies, history, and political landscapes of sub-Saharan African nations; particularly the southern region of Africa
- Developed briefings for senior level officials including the President's Nation Security team, State Department, USAID among others
- Served on the South and Southern Africa Public Diplomacy Working Group
- Contributed to the landmark Anti-Apartheid Act of 1986
- Liaison and collaborations with congressional offices and external constituencies on matters pertaining to US policy in Southern Africa
- Collaborated closely with members of the diplomatic corps

U.S. Department of Housing and Urban Development, (HUD), Washington, DC

White House Fellow and Special Assistant to the Secretary (1985-1986)

- Assignments included intergovernmental affairs; conducted research and evaluation assignments on major housing and community development programs
- Served as a principal member of the Secretary of HUD's senior personal staff. Represented the Secretary and department at various assignments; served on interagency committees
- Served as an intergovernmental liaison for state and local governments assigned with development of Enterprise Investment and Community Development Zones
- Served as project liaison with US Department of State on public diplomacy issues related to South and Southern Africa

State of Michigan, Lansing, MI

Director, Michigan Department of Civil Rights (1982-1985)

Served under Governor William G. Milliken and Governor James J. Blanchard

- (At the time of appointment, was the youngest person in Michigan's history to serve as a gubernatorial cabinet department head)
- Served as CEO of this gubernatorial cabinet department, conducted extensive research and evaluation of effective ways to reduce backlog of pending civil rights cases resulting in great strides in reducing case backlogs; developed creative community and industry initiatives
- Managed multiple statewide agency offices. Agency was nationally recognized for innovations in civil rights case management and effective community relations programs
- Established innovative partnerships with major corporations, including auto industry, financial institutions, and educational institutions
- Oversaw an internal legal department including nearly 100 lawyers who served as part-time administrative law judges
- Served as liaison to the State Attorney General's Civil Rights Legal Division
- Conducted public hearings statewide; oversaw research, education and internal library system. The department was one of the largest of its kind in the nation and often a national model for innovation, effectiveness and productivity
- Reduced chronic backlog of complaint cases; reduced case backlog by several thousand cases
- Improved significantly the quality of case management, investigative process and other qualitative measures
- Oversaw record financial awards to claimants

Director, Office of Human Resource Policy and Special Projects (1977-1982)

- Served in various positions in Michigan's Governor's Office. As Office Director, served as the Governor's chief policy advisor and liaison to over a dozen operating and policy boards and commissions; including Commission on Women's Affairs; Commission on Aging; Commission on the Disabled; Volunteer Task Force; Commission on Indian Affairs; Commission on Spanish-Speaking Affairs; Governor's Task Force on School Vandalism and Violence; and many other government agencies
- Also served concurrently as the *Chief Administrator of the Minority and Women Owned Procurement Council*, chaired by the Lt. Governor
- Convened public hearings, conducted research on topical issues, managed executive staff, managed agency budgets, and developed significant collaborative management efficiencies

Project Director of Governor's Task Force on School Violence and Vandalism (1978)

- Conceived, designed and created this special gubernatorial task force (One of the first in the nation)
- Developed successful funding proposals from federal and other external funding sources to support the creation and work of this unique unit. Several legislative measures, some of which remain in place

today, focus on school reforms that reflect the importance of working to diverse community, business sector, faith-based, labor associations, and other coalitions to reduce the incidence of violence in school communities

Special Assistant to the Governor, State of Michigan (first appointed in 1977)

- Senior advisor to the Governor on matters related to individual rights and civil rights
- Also served concurrently as the *Executive Director of the Michigan Equal Employment Council*, chaired by the Lt. Governor
- Developed and oversaw an effective monitoring system to assure cabinet members' compliance of statewide multi-year affirmative action and diversity goals targeted at the highest levels of executive and top management positions for minorities and women in state service
- Liaison to State cabinet level members on matters related to special citizen constituencies, and community outreach
- Assisted State Civil Service Department, State Civil Service Commission and Office of the Governor, particularly on matters related to reduction in force, job sharing and voluntary measures to reduce impact of workforce reduction due to economic factors; especially designed measures to maintain affirmative action and diversity gains
- Advisor on labor affairs as related to Diversity within the State Civil Service, and international appointments

Michigan State University, College of Social Sciences, East Lansing, MI

School of Criminal Justice (1974-1977)

Courses taught

- Research Methodology (5 credit hour undergraduate course)
- Introduction to Criminal Justice (3 credit hour course)
- Served as PhD candidate senior teaching assistant
- Responsible for classroom instruction, including Research Methodology and Introduction to Criminal Justice. Coordinated extensive sponsored research projects funded by state and federal agencies
- Designed research projects, supervised research assistants, and conducted program performance evaluations. Served as Co-Project Coordinator for state-wide research and evaluation project of youth services bureaus, and other diversion programs from the juvenile justice system
- Senior Graduate Research Assistant. Served as research project coordinator for a federally funded study of a state-wide juvenile justice and delinquency prevention project. Conducted a comprehensive quantitative and qualitative study of the effectiveness of youth services bureaus
- Awarded a United States Department of Justice, Law Enforcement Assistance Administration Research Grant

Catholic Youth Organization, Archdiocese of Detroit, Detroit, MI

Youth Program Coordinator (1973-1974)

- Coordinated one of the largest summer youth leadership development and leisure time programs in the nation, approximately 7,500 -10,000 children and youth served annually
- Responsibilities included program design, implementation, resource development extensive program performance evaluation and community outreach
- Developed 40 comprehensive regional program sites; recruited, trained, and oversaw 600 federally funded neighborhood youth corps members and 50 federally funded college work study students

Detroit Public Schools, Urban Adult Education Institute, Detroit, MI

Adult Basic Education Instructor, (1971-1973)

- Curriculum design, classroom instruction, counseling and academic supervision provided to Institute students including large group of military veterans, senior citizens and others
- Received national recognition including the US Department of Education, Adult Education Office, for innovative curriculum design and instructional methods

University of Detroit, Detroit, MI

- President's University-wide Planning and Priorities Committee (presidential appointment, only student member)
- Member of the university-wide Institutional Academic Program Subcommittee
- Special Projects (University-wide minority college access program) Advisory Committee member

LABOR RELATIONS AND COLLECTIVE BARGAINING AGREEMENTS (PARTIAL LISTING)

Harvard University, Cambridge, MA

Key leadership role in strategic design and implementation of landmark model labor agreement for 5,000 overwhelmingly female clerical and support staff, resulting in the formation of the Harvard Union for Clerical and Technical Workers.

State of Michigan, Lansing, MI

Provided extensive advice and consultation on labor relations and collective bargaining agreements for a statewide workforce of approximately 60,000 employees. Assisted the Office of the State Employer, Department of Civil Service, State Civil Service Commission, and Office of the Governor, on employee and labor relations matters.

Catholic Youth Organization, Archdiocese of Detroit, Detroit, MI

Served on the American Federation of State County and Municipal Employees [(AFSME) affiliated with the AFL-CIO] bargaining team for professional staff comprised mainly of social workers and human services staff.

SELECTED VOLUNTEERISM AND DIRECT COMMUNITY SERVICES DURING NATURAL AND MAN INDUCED DISASTERS

2019 Hurricane Maria, Puerto Rico

- Appointed to serve on the Puerto Rico Public Health Trust National Advisory Committee

August 2014 Ferguson, Missouri

- Community crisis assessment related to events surrounding the killing of Michael Brown in Ferguson, Missouri

2012-present Hurricane Sandy

- Assisted Rutgers, School of Social Work colleagues with the start-up phase of a privately funded social services project for residents impacted by Super Storm Sandy
- Served as project director to organize the startup of a privately funded 4 county direct service project

2010-present Haiti Earthquake

- In coordination with US nonprofit organizations, Haitian nonprofit organizations, faith-based, and local grassroots organizations, conducted humanitarian missions
- Launched initial research related to human service needs, utilizing geo-spatial mapping
- Assisting with the redevelopment; medical resources, and capacity-building for a new campus community (school, housing, and medical clinic for Haitian facility destroyed by earthquake)

2005 Hurricane Katrina

- Spearheaded massive emergency relief for victims of the devastating hurricane to hit the Gulf region. Under the sponsorship of the Nineteenth Street Baptist Church, in Washington, DC, several hundred thousand dollars in relief and medical supplies; including cash, clothing, and other needed items were distributed to local Red Cross shelters, faith-based organizations, and other community-based support groups

1992 Hurricane Andrew

- Spearheaded massive emergency relief for victims of the devastating hurricane to hit the Gulf region. Under the sponsorship of the Nineteenth Street Baptist Church, in Washington, DC, several hundred thousand dollars in relief and medical supplies; including cash, clothing, and other needed items were distributed to local Red Cross shelters, faith-based organizations, and other community-based support groups
- Panelist, “Hurricane Katrina, Responding to the Nation’s Greatest Natural Disaster,” White House Fellows Annual Meeting, panel included President of the American Red Cross, President of Ford Motor Company, and CEO of Levi Straus, (US Chamber of Commerce National Headquarters, Washington, DC, October, 2006.)

1992 Civil disobedience related to the aftermath of the Rodney King verdict

- Organized comprehensive nonviolent conflict resolution projects to stem violence in South Central Los Angeles, and a number of other regions of the nation
- Invited by the President of the United States, George Bush to provide advice and counsel on this matter
- Oversaw gang summits, and nonviolent conflict resolution training
- Oversaw creation of community, and youth leadership projects in major urban areas; including South Central Los Angeles, Detroit, Michigan, and Atlanta, Georgia

**SPECIAL LECTURES AND GUEST SPEAKING AT
HIGHER EDUCATION INSTITUTIONS (PARTIAL LISTING)**

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- “Leadership Development: Role of Academic Administrators,” Keynote presentation sponsored by the Office of the President, and Hosted by the President of Harvard University, Cambridge, MA
 - Lloyd Ohlin Distinguished Lecturer Series [Multi-Day Lectures], US Naval Academy, Annapolis, MD
 - Oklahoma State University, Tulsa Center Lecture Series [Week Long Multi-Lectures], Tulsa, OK
 - University of Cape Town, Cape Town, South Africa, Guest Lecturer
 - University of Natal, Durban, South Africa, Guest Lecturer
 - Numerous other major guest lecturer, and keynote speaking engagements, including Emory University, Harvard University and Michigan State University, among others
 - 2016 & 2018, Pontifical Catholic University
 - 2017-2018, University of Kwazulu Natal

OTHER AWARDS, HONORS AND SPECIAL RECOGNITION

- Selected by US State Department to design, coordinate, and oversee a crisis leadership simulation for 500 international Fellows, with participation by dozens of White House and State Department officials, during a presidential summit hosted by the President of the United States
- White House Fellow, 1985-1986 (Nonpartisan federal appointment made by President Ronald Reagan)
- MacArthur Foundation, Advice and Consultation for the MacArthur Foundation, 1989 - 1990
- United States Department of Justice, Law Enforcement Assistance Administration (LEAA) National Fellowship [awarded multi-year, national competitive research award, which was accompanied with substantial financial annual stipend]
- Received a joint legislative resolution signed by the Governor of Michigan for meritorious service
- Honored with “Keys to the City” by a number of municipalities in the state of Michigan
- Recipient of service award and honor from Harvard University Office of the President, 2002
- Foreign Policy Escort Officer, for Distinguished Private Delegation Groups (Designated by the Secretary of State George P. Schulz), 1986
- State Department Diplomatic Escort Officer; Appointed by US Secretary of State to serve as foreign affairs escort officer for a high level public citizen delegation to participate in the Non-Aligned Movement Conference in Harare, Zimbabwe. The heads of state for over 130 Nations participated, 1986
- South Africa, Higher Education Institution Mission. Mission sponsored by the President of Harvard University, the Harvard Institute for International Development, and the Mellon Foundation 1991 (Purpose of the mission was to research the use of innovative government-institutional swapping of financial instruments to assist disadvantaged Black South Africans)
- Served as principal advance team leader for visitations by President George H. Bush
- Served as principal executive staff lead and advance planner for visit by Nelson Mandela
- Served as principal executive staff advance planner for visit by President William Jefferson Clinton
- Served as principal executive staff lead and advance planner for visitation by President Jimmy Carter
- Served as principal lead advance executive staff for visit by Queen Nora of Norway
- Higher Educational Mission to South Africa; State Department Diplomatic Escort Officer for White House Delegation of University Presidents and Chancellors of Historically Black Colleges and Universities (HBCU’s). Purpose of Mission was to research current status of higher education in South Africa, and make recommendations to the Vice President of the United States, National Security Council staff, State Department officials, and presidential staff, 1986

CURRENT AND PAST PROFESSIONAL BOARDS, COMMISSIONS AND MEMBERSHIPS (PARTIAL LISTING)

- Chairman, Board of Directors, White House Fellows Association, Washington, DC
- President, White House Fellows Foundation, Washington, DC
- National Network of Social Work Managers (NNSWM), Member
- Council of Social Work Educators (CSWE), Member
- Society of Social Work Researchers (SSWR), Member
- Minority and Woman-Owned Business Procurement Council, Gubernatorial Appointment, State of Michigan, Lansing, MI
- State Crime Commission, Statutory Member, State of Michigan, Lansing, MI

- United States Census Statewide Committee; Special Outreach Subcommittee Chairman, State of Michigan, Lansing, MI
- Board of Directors, Coalition of Blacks and Jews, Executive Committee; Atlanta, GA
- Board of Directors, Auburn Avenue Redevelopment Corporation, Executive Committee, Atlanta, GA
- Board of Trustees, Mattapan Community Health Center, Boston, MI
- National Association for the Advancement of Colored People (NAACP), Michigan State Conference of Branches, Chairman Public Policy and Governmental Affairs Committee
- Board of Trustees, Egleston Children’s Hospital, Emory University, Atlanta, GA
- Life Member, NAACP, Golden Heritage Membership Designation
- Life Member, White House Fellows Association
- Member of the Harvard Foundation Advisory Board, Cambridge, MA
- Member of the Advisory Board, Minority Pre-Engineering Program Massachusetts Institute of Technology (MIT), Cambridge, MA
- Member of the Puerto Rico Public Health Trust Advisory Committee, Puerto Rico
- Egleston Children’s Hospital, Board of Trustees member, Atlanta, GA
- Mattapan Community Health, Board member, Boston, Massachusetts
- Auburn Avenue Community Development Corporation, Executive Committee of the Board of Directors, Atlanta, GA
- Member, Board of Trustees of Community Planning Advocacy Council (CPAC) Camden, NJ

INTERNATIONAL RESEARCH, EDUCATIONAL, PROFESSIONAL, AND CULTURAL TRAVEL

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|-----------------|--------------|-------------------------|
| • Angola | • Hong Kong | • Somalia |
| • Austria | • Israel | • South Africa* |
| • Belgium | • Italy* | • South Korea |
| • Botswana | • Jamaica | • Swaziland* (Eswatini) |
| • Brazil* | • Japan | • Tanzania* |
| • Canada* | • Jordan | • Uganda |
| • China* | • Kenya* | • United Arab Emirates |
| • Côte d’Ivoire | • Mozambique | • United Kingdom* |
| • Ethiopia | • Namibia* | • Zambia* |
| • France* | • Nigeria | • Zimbabwe* |
| • Germany | • Poland | |
| • Ghana | • Rwanda | |
| • Haiti* | • Senegal | |

*Denotes multiple visitations