

Carlton E. McLellan, Ph.D.

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SUMMARY OF QUALIFICATIONS

I am an international affairs, education, and exchanges expert, with significant senior-level experience in the design, administration, and evaluation of multiple types of international programs. My experience includes positions with international non-governmental organizations and research institutions, in program management, policy design, strategic planning, and operations. I have designed, managed, and/or evaluated over 300 results-based, people-to-people and knowledge exchange projects; training and capacity-building projects; and, international development and exchange projects. I have also worked with participants and programs involving students and professionals under multiple J-1 Visa categories, and am familiar with rules and regulations of other non-immigrant visa programs. Additionally, I also am highly experienced at writing funding proposals, managing proposal writing processes, and serving as a technical lead for proposal submissions to multiple U.S. and international agencies. My proposal writing and management experience also includes identifying and reviewing proposal opportunities on behalf of numerous domestic and international agencies; as well as an excellent track record of winning proposals/projects, as I have helped organizations raise over \$120 million in project funding from multiple funders. My writing expertise and experience also includes published articles, technical evaluations and report writing, and academic writing as well. Finally, I have Monitoring & Evaluation (M&E) experience including developing M&E plans, conducting field work in the U.S., Sub-Saharan Africa, and Latin American, and analyzing and reporting on data collected for such evaluations.

PROFESSIONAL EXPERIENCE: INTERNATIONAL CONSULTANCIES

INDEPENDENT CONTRACTOR/CONSULTANT, Remote Work

Feb 2016-Present

Project Director, Senior Advisor, and Proposal Manager & Writer (Consultant)

- Advise senior leadership at multiple nongovernmental organizations (NGOs) domestically and internationally, about international exchange, public diplomacy, and educational programs and how to create projects that build individual and institutional capacity through exchange of people, cultures, and ideas
- Research and respond to Notices of Funding Opportunities (NoFOs) and Requests for Proposals (RFPs) from federal and non-federal funders, including analyzing those calls, developing proposal win themes, and writing or leading in the writing of all required documents for proposal submissions
- Develop and manage tailored knowledge, cultural, and professional exchange programs that help build participant capacity, while also increasing mutual understanding and cooperation among individuals and institutions globally
- Manager MY International, a nonprofit international affairs and diplomacy consultant firm

GLOBAL TIES U.S., Washington, DC

Oct 2013-Aug 2019

Senior Advisor (Consultant)

Feb 2016-Aug 2019

- Advised senior leadership on issue related to international exchange and public diplomacy program opportunities
- Developed, wrote, managed, and submitted technical proposals on behalf of Global Ties U.S., for funding and management of new international exchange, training, and capacity-building programs
- Developed and managed funded knowledge and professional exchange programs that helped build participant capacity, while also increasing mutual understanding and cooperation among individuals and institutions globally
- Represented Global Ties U.S. (and the Global Ties Network at large) within **The Big Things Group** consortium where I conceptualized, developed, and wrote the plans for the organization's participation in the Universal World Exposition (Expo) 2020 in Dubai; including overseeing cultural programming, Student and Community Ambassadors' programs, and U.S. Government Exchange Alumni programming within the USA Pavilion at the Expo
- Served as Proposal Manager and Lead Technical Writer for the **Big Things Group's** consortium of seven partner organizations, resulting in submittal of the winning proposal bid to serve as the U.S. Department of State's official partner in the design, development, construction, operation, and dismantling of the official *USA Pavilion* at the Universal World Exposition (Expo) 2020 in Dubai
- Wrote winning proposal in 2016, entitled "Police Professionalization & Exchange Program" (PPEP), leading to a partnership with the U.S. Department of State, Bureau of International Narcotics & Law Enforcement (INL) to administer a multi-year, multi-million-dollar program to train and build the capacity of Mexican law enforcement professionals; also wrote initial Monitoring & Evaluation Plan and served as initial Project Director

Managing Director (Full-Time)

Jan 2015-Jan 2016

Director, Administration & Membership (Full-Time)

Oct 2013-Dec 2014

- Served as member of senior management team (2ND in charge to President & CEO) guiding and implementing the organization's public diplomacy, international exchange, and training program agenda

- Researched and responded to Notices of Funding Opportunities (NoFOs) and Requests for Proposals (RfPs) from federal and non-federal funders, including analyzing those calls, developing proposal win themes, and writing or leading in the writing of several proposals
- Designed, developed, managed, and evaluated short-term, international professional exchange, training, and capacity-building projects on behalf of U.S. Department of State, U.S. Missions abroad, and other federal agencies
- Interpreted and provided guidance on all federal government policies and procedures as they related to compliance and management of the international exchange programs under the organization's responsibility
- Made policy recommendations to organization's President and Board of Directors, and led staff in the execution of now organizational policies and procedures related to international exchange programming
- Implemented strategic and operational plan for recruitment, retention, and evaluation of 120+ civil society member organizations, and provided leadership in provision of services, training, and benefits for these member organizations
- Oversaw distribution, communication, and compliance related to new policies, procedures, and requirements of community-based and national members of the Global Ties Network
- Oversaw grant and sub-grant processes including monitoring procedures, managing and evaluating grant submissions and sub-grantees, developing selection and evaluation criteria for sub-grants to members, and managing grants team
- Recruited, hired, supervised, and mentored program and administrative staff responsible for exchange program administration, professional development and training, and compliance and grants, and operations
- Managed overall daily office operations, negotiated contracts, managed vendor relationships, and supervised and oversaw staff responsible for various office operations duties and procedures

THE WORLD BANK, Washington, DC

Apr-June 2016 (40 days contracted)

Apr-June 2015 (38 days contracted)

Knowledge Exchange Consultant & Impact Report Writer (Consultant)

- Wrote, reviewed and edited evaluative case studies called "Result Stories" and consulted virtually with Bank Task Team Leaders, to document and present, the impacts of Bank-funded South-South knowledge exchange programs
- Contributed to The World Bank's South-South Facility's knowledge exchange efforts to support and equip country and technical experts with resources and research to connect countries more systematically and effectively through sharing and exchanging knowledge and experiences among peers and partners as a key development priority
- Provided technical expertise to The World Bank's South-South Facility in design and evaluation of Bank-supported knowledge exchange initiatives, in partnership with governments and the private sector globally

FHI 360, Washington, DC

Apr 2012-Dec 2014

(4 assignments; 120 days contracted)

Lead Research & Report Writer, Sports for Development Study (Consultant)

Aug-Dec 2014

Lead Researcher & Report Writer, Global Fellowships Landscape Study (Consultant)

July-Sept 2013

Proposal Manager & Lead Technical Writer, Young African Leaders Proposal (Consultant)

June-July 2013

Proposal Manager & Lead Writer, English Access Micro-Scholarship Proposal (Consultant)

Apr-May 2012

- Proposed, then designed a global landscape study designed to provide a broad view of the role, role players, and effectiveness of sport and recreation for development, diplomacy, and peace building (SDDP) (also wrote final report)
- Led a market research scan, and wrote a comprehensive report on the landscape of U.S. and global undergraduate and graduate fellowship and knowledge exchange programs, as part of FHI360's business development efforts
- Served as Proposal Manager and Lead Technical Writer of proposal for FHI 360's response to U.S. Department of State Request for Grant Proposals (RfGP) to administer the Washington Fellowship for Young African Leaders
- Served as Proposal Manager and Lead Technical Writer for winning proposal/bid for a multi-year, multi-million-dollar project in response to U.S. Department of State, Bureau of Educational and Cultural Affairs's RfGP to administer the English Access Micro Scholarship Program for economically disadvantaged youth across the world
- Developed proposal outline, task lists, win themes/approach, and section deadlines, as well as assigned project task leaders and worked closely with each to ensure proposal sections were completed on time

INSTITUTE OF INTERNATIONAL EDUCATION (IIE), Washington, DC

Aug 2012-May 2013

Senior Manager, Adviser Professional Development, Global EducationUSA Services (Full-Time)

- Managed professional development and training for global network of 500 higher education advisers, as part of the U.S. Department of State supported EducationUSA network (Bureau of Educational and Cultural Affairs)
- Developed knowledge, skills, and attitudes (KSAs) matrix for global network of 500 higher education advisers
- Designed, facilitated, and evaluated three-week EducationUSA Adviser Training and Knowledge Exchange Program

*AED was acquired by FHI Development 360 in July 2011

Deputy Director, AED Center for International Exchanges (Consultant)

May 2011-Sept 2011

Deputy Director, AED Center for International Exchanges (Full-Time)

Apr 2009-May 2011

- Oversaw strategic direction and managed daily operations (including staffing) of Center's program activities and cooperative agreement with the U.S. Department of State (DOS) to administer its International Visitor Leadership Program (IVLP), a 70-year old international exchange, professional development, and capacity-building program
- Interpreted and provided guidance on all federal government policies and procedures as they related to compliance and management of the international exchange programs under the organization's responsibility
- Developed and evaluated international exchange projects designed to build individual and institutional capacity and increase mutual understanding between the United States and people of other nations
- Processed documentation for DS-2019s for participants in J-1 Visas for Exchange as part of various short-term, U.S. government sponsored professional exchange programs
- Lead technical writer for annual proposal for multi-million-dollar U.S. Department of State Cooperative Agreement proposal, including evaluation plan for staff and Center's execution of international exchange projects under the Agreement
- Led writing of Center's publication evaluating and highlighting case studies that demonstrated impacts of its international exchange programs over its 30-years history
- Recruited, hired, supervised, and mentored program and administrative staff responsible for exchange program administration and management

Program Officer, AED Center for International Exchanges (Full-Time)

June-Dec 2008

Program Officer, AED Center for International Exchanges (Full-Time)

Jan 2002-Jan 2005

- Designed, managed, and evaluated international exchange, training, and capacity-building projects for multi-county/multi-discipline participants in the U.S. Department of State's International Visitor Leadership Program (IVLP), and other U.S. and private sector exchange programs
- Initiated and managed strategic partnerships with client institutions in government, civil society, and academia to share knowledge with participating international practitioners, and ensure progressed toward predefined goals and objectives
- Facilitated orientations for international practitioners from various ethnic, political, and social groups, and articulated their project objectives and their roster of meetings and experiential learning activities, and wrote final reports
- Wrote proposals to develop and managed new international exchange programs funded by multiple sources including the U.S. government

EXEGESIS CONSULTING, Johannesburg, South Africa

Jan 2007-June 2008

(5 assignments; Total 150 days contracted)

Monitoring and Evaluation (M&E) Specialist & Technical Report Writer, Africa Education Initiative (Consultant)

Five field-based evaluation and report writing assignments in Washington, DC, USA (Feb - June 2008); South Africa (Oct - Nov 2007); Uganda (May - June 2007); Ethiopia (Mar - Apr 2007); and Zambia (Jan - Feb 2007)

- Based in South Africa with field work conducted in multiple Sub-Saharan African countries to evaluate, assess, and report on the U.S. Agency for International Development's (USAID's) Africa Education Initiative (AEI) focused on providing more equitable access to quality basic education in marginalized communities
- Conducted desktop research/analysis, in-person interviews, and led focus groups with educational and civil society stakeholders concerning developmental issues that impacted the delivery of quality education in specific countries
- Incorporated developmental research and analysis with results of field-based assessments into four country reports and the final Initiative report all assessing various aspects of the Initiative's impacts on achievement of educational development targets, and outlining lessons learned and best practices across Sub-Saharan Africa
- Presented evaluation and country report findings to USAID program and senior staff

ASSOCIATION FOR INTERNATIONAL PRACTICAL TRAINING (AIPT), Columbia, MD

Aug 1999-Aug 2001

Manager, Business & Strategic Development (Full-Time)

Aug 2000-Aug 2001

Program Development Assistant (Full-Time)

Aug 1999-Aug 2000

- Led the development of strategic partnerships with U.S. and international agencies focused on developing international trainee and internship programs and short-term exchanges
- Traveled around the U.S.A., conducting seminars and workshops on J-1 Visa for Exchange programs, and other immigrant and non-immigrant visa programs and regulations
- Managed the organization's online J-1 Visa for Training system designed to international students wishing to find training and internship opportunities with U.S. companies seeking such trainees and interns

Program Development Assistant (Full-Time)

- Supported the development of international exchange programs under the auspices of the U.S. Department of State's International Visitor Program, and university-based and private sector exchange programs
- Planned cultural, educational, and cultural outings and activities for visiting foreign visitors including professionals, students, faculty, and staff at the University of Pittsburgh and the broader Pittsburgh community
- Managed office and community-based volunteers, and trained and supervised volunteers, including community hosts

RESEARCH EXPERIENCE

Senior Fellow, Association for Diplomatic Studies & Training (ADST), Washington, DC, Jan 2015- Dec 2018

- Led research and educational projects focused on the contributions of African/Black Americans to U.S. diplomatic and foreign Affairs, including the Bunche Legacy Project and the American Ambassadors Project

Research Fellow, *South Africa Ph.D. Study*, Academy of Sciences of South Africa, Pretoria, South Africa, Apr-May 2009

- Provided research support, including conducting evaluation/impact interviews, for research study "The PhD Study: An evidence-based study on how to meet the demands for high-level skills in an emerging economy" published September 2010

Postdoctoral Research Fellow, Office of International Affairs, University of Fort Hare, Alice, South Africa, Jan-March 2009

- Conducted research and assisted university leadership with evaluation of its internationalization activities; development of strategies to promote international exchanges; and coordinated communications across schools, departments, and faculty

Doctoral Research Fellow, Corporate International Relations, University of Pretoria, South Africa, Jan 2005-Jan 2007

- Conducted research and reported on internationalization of higher education; evaluated university's internationalization activities; and managed university's international scholar and researcher exchange programs, including collection of applications, evaluation and selection of applicants; and collection and review of participants' follow-on and evaluation reports

Doctoral Research Fellow, Council on Higher Education, Pretoria, South Africa, Sept-Dec 2006

- Led a research project on internationalization of higher education as a national policy issue in South Africa

SELECT EDITORIAL, RESEARCH, AND SCHOLARLY PUBLICATIONS

- McLellan, C. (2015). "America's Ambassadors of African Descent: A brief history." *The Journal of Pan African Studies*, 8 (1), 60-77.
- McLellan, C. (2015). "Celebrating the History of Black Ambassadorial Leadership." Association for Diplomatic Studies and Training (ADST).
- McLellan C. (2015). America's Black Ambassadors: An historical snapshot. Article for the website Blackpast.org
- McLellan, C. (2011). "International Education Travel and Youth of Color: College is too late!" *Education and Urban Society*, 43 (2), 244 - 265.
- Pillay, V. and McLellan, C. (2010). Diverging on Diversity and Difference: The mask of inclusion. *Perspectives in Education*, 28 (3), 13 - 22.
- McLellan, C. (2009). "Cooperative Policies and African International Students: Do policy spirits match experiences?" *Higher Education Policy*, 22(3), 283 - 302.
- McLellan, C. (2008). "Speaking of Internationalization: An analysis of policy discourses on internationalization of higher education in post-apartheid South African." *Journal of Studies in International Education*, 12(2), 131 - 147.
- Jansen, J., McLellan, C. and Greene, R. (2008). "Internationalization and the Politics of Ambivalence in South African Higher Education" In *Higher Education in Africa: The International Dimension*, Eds. Jane Knight and Damtew Teferra, 387 – 420. Association of African Universities and the Center for International Higher Education, Boston College. Accra, Ghana and Boston, Massachusetts.
- McLellan, C. (2007). "A Lesson Plan for Improving Minority Participation in Study Abroad." *Diverse: Issues in Higher Education*, November 2007, 24(19), 31.
- McLellan, C. (2006). "Internationalization as a National Policy Issue in South Africa: A look at the policy context and a way forward." In *The Internationalization of Higher Education in South Africa*, Ed. Roshen K., 179 – 190. International Education Association of South Africa. Durban.
- McLellan, C. (2005). "A Plea to Internationalize our Black Youth." *Black Issues in Higher Education*, 22(3), 90.

SELECT PROPOSALS AND PROGRAM AND EVALUATION REPORTS (Authored or Contributed)

- The Big Things Group (2018). What Moves You? The Spirit of Mobility! Expo 2020 Proposal submitted by Expo Group 2020/The Big Things Group to the U.S. Department of State, Expo Unit.
- Global Ties U.S. (2016). Police Professionalization Exchange Program (PPEP). A proposal submitted to the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL), Mexico.
- McLellan, C. (2014). *The Big Game: A landscape study of sport for development, diplomacy, and peace-building*. A Report commissioned by and written for FHI 360, Washington, DC.
- McLellan, C. (2014). "Celebrating the American Ambassador in Black History." Opinion piece in *Afro-American Newspaper*, Vol. 122, No. 30, March 1.
- McLellan, C. (2013). *Global Academic & Professional Fellowship Programs: A review of the landscape*. A Report commissioned by and written for FHI 360, Washington, DC.
- McLellan, C., Shah, B., and Volfson, J. (2011). "International Exchange! Building capacity through connecting people." An Evaluation and Impact Report for the Academy for Educational Development (AED), Washington, DC.
- Academy of Science of South Africa (ASSAF) (2010). *The PhD Study: An evidence-based study on how to meet the demands for high-level skills in an emerging economy*. A Consensus and Evaluation Report. Pretoria, South Africa.
- Exegesis Consulting (2007). *Africa Education Initiative: Innovations to enhance access and quality. Mid-Term Assessment 2002 – 2007*. Evaluation report for U.S. Agency for International Development (USAID). Washington, DC.
- Exegesis Consulting (2007). *Africa Education Initiative: Ethiopia Country Report*. Prepared for, and presented to U.S. Agency for International Development (USAID). Johannesburg, South Africa.
- Exegesis Consulting (2007). *Africa Education Initiative: Uganda Country Report*. Prepared for, and presented to U.S. Agency for International Development (USAID). Johannesburg, South Africa.
- Exegesis Consulting (2007). *Africa Education Initiative: Zambia Country Report*. Prepared for, and presented to U.S. Agency for International Development (USAID). Johannesburg, South Africa.
- Exegesis Consulting (2007). *Africa Education Initiative: Interim Teacher Training Assessment-Uganda Country Case Study*. Evaluation report for U.S. Agency for International Development (USAID). Johannesburg, South Africa.

SELECT PRESENTATIONS, PANELS, AND TRAININGS FACILITATED

- Speaker, "The Role of Citizens and Citizen Diplomacy in Public Diplomacy," a presentation given at the University of Witwatersrand's African Centre for the Study of the U.S., Inaugural Public Diplomacy Conference, Johannesburg, South Africa, March 2018
- Keynote Speaker, "Perspectives on African American Leadership in Diplomacy: The Case of America's Ambassadors of African Descent", at Immigration & Customs Enforcement's Annual Black History Month Event, February 24, 2017
- Keynote Speaker, "Perspectives on African American Leadership in Diplomacy: The Case of America's Ambassadors of African Descent", at the Rotary Club, Bethesda-Chevy Chase, USA, June 28, 2016
- Keynote Speaker, "Perspectives on African Americans, Diplomacy, and Foreign Affairs", at the DACOR Bacon House's Special Program in Honor of the 40th Year of National African American History Month, Washington, DC, USA, February 19, 2016
- Panelist, "The International Visitor Leadership Program and Higher Education Institutions: Opportunities for Partnerships," NAFSA Association for International Education Regional Meeting, Dallas, Texas, USA 2014
- Designed and facilitated three separate, three-week EducationUSA Adviser Training and Knowledge Exchange Program, Washington, DC, USA, 2012 and 2013
- Have led over 150 orientation sessions for participants in the International Visitor Leadership Program (IVLP) and other short-term educational and knowledge exchange, training, and capacity-building projects, 2002 – Present

EDUCATION

- **Doctorate of Philosophy (Ph.D.)**, *Policy Studies in Education, Thesis-Internationalization and the Pursuit of a Developmental Settlement: The case of a South African university*, University of Pretoria, South Africa, 2008
- **Master of Education (M.Ed.)**, *Administrative and Policy Studies in Education*, International and Development Education specialization, University of Pittsburgh, Pennsylvania, USA, 1999
- **Bachelor of Arts (B.A.)**, *International Studies*, Ohio University, Athens, Ohio, USA, 1999
- **Certificate of Study Abroad**, VENUSA Institute for International Studies, Merida, Venezuela, 1997