

MARK C. HAND

The University of Texas at Arlington • Political Science Department
mark.hand@uta.edu | 318-990-0242

Education

2016 – 2021	PhD , LBJ School of Public Affairs University of Texas at Austin Dissertation Committee Members: Varun Rai, Erin Lentz, William Spelman, Alison Craig, and Sekou Bermiss	Austin, TX
2012 – 2013	MBA , Saïd Business School University of Oxford, New College Skoll Scholar in Social Entrepreneurship Rotary Ambassadorial Scholar	Oxford, UK
2002 – 2006	BA with Honors, Vanderbilt University Double Majors in International Political Economy and Religious Studies Joanne Fleming-Hayes Scholar for outstanding academics Ingram Scholar for commitment to service	Nashville, TN

Research Interests

Democratic theory	Policy process theory
AI and democracy	The narrative policy framework
Workplace democracy	Policy entrepreneurship
Organizational politics	Quantitative and machine learning methods
Employee ownership	Qualitative and case study method

Academic Appointments

2023-Present	Assistant Professor , University of Texas at Arlington Conducting research on AI and democracy, employee ownership, workplace democracy, policy entrepreneurship, the narrative policy framework Teaching Careers in Political Science; Research Methods; Policy Entrepreneurship; Public Policy Theory; Democratic Theory and Practice, and Campaigns and Elections.	Arlington, TX
2022-2023	Visiting Lecturer , Southern Methodist University Conducted research on human capital in temporary organizations and employee-owned firms as a Kelso Fellow with the Rutgers Institute for Employee Ownership and Profit- Sharing Taught four sections of Introduction to American Government, one upper-level section of Campaigns and Elections, and one upper-level section of Public Policy Cofounded an Employee Ownership and Workplace Democracy Research Cluster	Dallas, TX
2019-2022	Research Assistant and Teaching Assistant , University of Texas	Austin, TX

Conducting research on energy, entrepreneurship, and economic resilience in Texas with Varun Rai
Statistical Analysis and Learning with Varun Rai, Spring 2019
Qualitative Research Methods with Peter Ward, Fall 2018

- 2015-2016 **Adjunct Assistant Professor**, University of Texas **Austin, TX**
Lectured on Social Entrepreneurship for the RGK Center for Philanthropy and Community Service in the Lyndon B. Johnson School of Public Affairs
Conducted research on the application of network theory to impact investing and social entrepreneurship
- 2013-2014 **Entrepreneurship Fellow**, Oxford Saïd Business School **Oxford, UK**
Redesigned and led the Entrepreneurship Project, the core entrepreneurship course for Oxford's 250 full-time MBA students
Cofounded and managed the student-run Oxford Seed Fund, training 20 students in early stage investing and investing in six companies
-

Publications

Employee ownership. With Simon Pek and Lorin Busaan. In *Elgin Encyclopaedia of Business and Government*, 2026. Accepted for publication.

Restructuring the Family Firm at Succession: Aligning Structure, Motivations, and Beliefs. With Peter Boumgarden. Accepted for publication at *Business Horizons*, 2026.

Beyond Ownership As Usual: The Implications of Steward-Ownership For Management Research. With Luca Manelli, et al. *Journal of Management Inquiry*, 2025.
<https://doi.org/10.1177/10564926251357812>

Optimax: Ownership, Management, and Culture in Precision Optics Manufacturing. With Nien-he Hsieh et al. Harvard Business Publishing, 2025.

Utilizing Purpose Trusts for Rural Succession and Community Resilience. With Zoe Schlag and Tiffany Vargas. In *Retaining and Transitioning Businesses in Communities* (pp. 110-131). Routledge, 2025.
<http://dx.doi.org/10.4324/9781003497462-6>

Where Employee Ownership Works Best. With Colin Birkhead and Noah Gibson. *International Review of Applied Economics*, 2024.
<https://doi.org/10.1080/02692171.2024.2410227>

Follow which leader? Spatial mimicry and broad-based equity- and profit-sharing plans. With Colin Birkhead. *Human Resource Management Journal*, 2024.
<https://doi.org/10.1111/1748-8583.12578>

Bricolage and beyond: Bringing modern entrepreneurship theories to bear on policy entrepreneurship. With Colin Birkhead. *European Policy Analysis*, 2023.
<https://onlinelibrary.wiley.com/doi/abs/10.1002/epa2.1189>

Policy Narrators During Crisis: A Micro-Level Analysis of The Sourcing, Synthesizing, And Sharing of Policy Narratives in Rural Texas. With Megan Morris and Varun Rai. *Policy Studies Journal*, 2023. <https://onlinelibrary.wiley.com/doi/abs/10.1111/psj.12274>

Predicting Firm Growth in Rural Texas: A Multi-Method Machine Learning Approach to A Complex Policy Problem. With Vivek Shastry and Varun Rai. *PLOS ONE*, 2023. <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0287217>

Policy, Advocacy, and Regulatory Considerations in Texas. With Varun Rai et al. Chapter. *The Future of Geothermal in Texas: Contemporary Prospects and Perspectives*, 2023. The University of Texas at Austin.

Working Papers and Chapters

From the Market to the Polis: What Policy Scholars Can Learn from the Golden Age of Entrepreneurship Scholarship. With Colin Birkhead. In *The Oxford Handbook on Policy Entrepreneurship*. Under review.

Employee Ownership as Social Enterprise. With Daphne Berry. In *The Edward Elgar Encyclopedia of Social Enterprise*. Under review.

A Systematic Review of Literature on Workplace Democracy. With Michael Palmieri and Simon Pek; in preparation.

Testing the Civic Voluntarism Model with Social Work Students: How do Resources, Psychological Engagement, and Recruitment Networks Impact Activity? With Richard Hoefer and Christie Eckler; in preparation.

Toward a Theory of Common Purpose: Integrating Purpose and Participation. With Kevin Miner and Marya Besharov; in preparation.

Management Education at a Critical Juncture: Hope for the Future Through Research and Education on Employee-Owned Firms. With Myrtle Bell and Emma Barela; in preparation for *Academy of Management Learning and Education*.

Policy Framing, Learning, and Change After Crisis: Lessons from the Texas Blackout. With Varun Rai and Matt Nowlin; in preparation.

The Devil You Know: Human Capital Selection in Temporary Organizations. With Sekou Bermiss; in preparation.

Funding

2025	Knowledge for Freedom Implementation Grant (pending)	\$300,000
	UTA Research Enhancement Program grant	\$11,800
	Co-author, JPMorgan Chase grant for PTON, a nonprofit	\$500,000
	Fundraising for TXCEO, a nonprofit	\$50,000
	Rutgers Institute grant for <i>The Stakehold</i> newsletter	\$10,000
2024	Co-author, Sorenson Impact Foundation subgrant for PTON	\$80,000
	Teagle Foundation Knowledge for Freedom Planning Grant	\$25,000
2023	Visiting Fellowship, Skoll Centre at Oxford University	\$2,500
2022-2024	Schmidt Futures Research and Advocacy Grant	\$100,000
2022-2023	Research cluster grant from Southern Methodist University	\$4,000
	Rutgers Institute for Employee Ownership Kelso Fellowship	\$15,000
2020-2021	Dirksen Congressional Research Grants	\$3,500
2019-2021	Lead author, IC ² Institute Rural Entrepreneurship Faculty Grant Award	\$100,000
2017-2020	LBJ School Professional Development Awards	\$2,600
2016-2021	Harrington Graduate Fellowship	\$250,000

Select Academic Presentations

2026	Hand, M. and Gary, S. “Establishing a Research Agenda for Purpose Trust Ownership.” Organizer of an academic workshop at the Purpose Trust Ownership Conference. Austin, TX, February 2025.
	Hand, M., Palmieri, M., and Pek, S., “Workplace Democracy: A systematic review of political science literature.” Presentation at the Kelso Workshop. New Brunswick, NJ, January 2025.
2025	Hand, M. “Models for Change: Purpose and Mutuality in Social Impact Organisations.” Panel at the Skoll Scholar Community Convening, December 2025.
	Miner, K., Besharov, M., and Hand, M. “The Intersection of Participation and Organizational Purpose: Who Decides What Gets Locked in and Why it Matters.” Rutgers-Oxford Employee Ownership Research Conference. Oxford, UK, August 2025.

Eckler, C., Hand, M., and Hoefer, R. "Understanding Barriers to Social Work Students' Civic Engagement." Presentation at Macro United. St. Louis, MO, May 2025.

Hand, M. "Case Studies in Employee Ownership Trusts." Lunch workshop, Kelso Workshop. New Brunswick, NJ, January 2025.

2024

Hand, M., Nicholls, A., Michie, J. "Mutuality and Shared Ownership." Panel at the Skoll Scholarship Community Convening. Oxford, UK, December 2024.

Hand, M., Schlag, Z., and Vargas, T. "Purposeful Succession: How Owners Can Use Purpose Trusts to Lock in Legacy and Foster Rural Community Resilience." Rutgers-Oxford Research Symposium. Oxford, UK, August 2024.

"The role of policy narrators during crisis: A micro-level analysis of the sourcing, synthesizing, and sharing of policy narratives in rural Texas." Paper presentation at the Conference on Public Policy Research

"Bricolage and beyond: Bringing modern entrepreneurship theories to bear on policy entrepreneurship." Paper presentation at the Conference on Public Policy Research

"Using Community Social Capital to Explain the Employee Ownership Performance Gap." Paper presentation at the Kelso Workshop

2023

Rai, V., and Hand, M. "What Crises Teach Us and What We Learn? Insights for Extreme-Event Resilience from the Texas Electricity Market Since the 2021 Blackouts," Purdue University, October 2023.

"Employee Ownership Trusts: A New Exit Option for Business Owners in the US?" Paper presentation at the Rutgers-Oxford academic research symposium

"Policy Framing, Learning, and Change After Crisis: Lessons from the Texas Blackout." Paper presentation at the Conference on Policy Process Research

"The Devil You Know: Human Capital Selection in Temporary Organizations." Co-author paper presentation at Strategic Management Society Conference

"The Devil You Know: Human Capital Selection in Temporary Organizations." Paper presentation at Academy of Management Annual Meeting

"Follow Which Leader? Considering the Spatial Dimension of Mimetic Isomorphism." Paper presentation at Academy of Management Annual Meeting

"Employee ownership trusts in the United States" Paper presentation response at the Kelso Workshop

"Follow Which Leader? Considering the Spatial Dimension of Mimetic Isomorphism." Paper presentation at the Kelso Workshop

2022

"Follow Which Leader? Considering the Spatial Dimension of Mimetic Isomorphism" Paper presentation at the Duke Economic and Organizational Sociology Workshop

“The Devil You Know: Human Capital Selection in Temporary Organizations.” Paper presentation at the 15th Annual People & Organizations Conference

Session Chair, “New Research on Employee Share Ownership from Emerging Scholars” at the 2022 Beyster Symposium

Service, Civic Engagement, Public Presentations, and Interviews

2026

Service to the Department

Standing committees (2025-2026): Student Success (Chair), Graduate Studies, Merit Evaluation, Technology, Student Experiential Learning

Ad hoc committees (2024-2025): Research Methods

Service to the College

Chair, AI and Emerging Technologies Working Group (2025-2026)

Member, Faculty Travel Committee (2026-2026)

Service to the University

Faculty Advisor to the Refugee Empowerment Program, a student group

Co-PI, Teagle Foundation Knowledge for Freedom \$300,000 Implementation Grant (pending)

2025

Service to the Department

Standing committees (2024-2025): Student Honors and Scholarships (Chair); Library (Chair); Alumni and Community Outreach; Graduate Studies; Technology; Programs and Outreach; Student Experiential Learning; Student Grievance

Ad hoc committees (2024-2025): Research Methods

Attendee: Political Science Award Ceremony (Spring 2025); Undergraduate graduation (Spring 2025); Graduate hooding (Spring 2025); Political Science Networking and Engagement Day

Student advising: Undergraduate Research Opportunity Program mentor for Emma Barela; McNair Scholars mentor for Andrew Laake; Honors Thesis Advisor for Derek Goodrich

Service to the College

Chair, AI and Emerging Technologies Working Group (2025-2026)

Member, Faculty Travel Committee (2026-2026)

Speaker, UTA Undergraduate Research's College of Liberal Arts Research Interest Day

Service to the University

Faculty Advisor to the Refugee Empowerment Program, a student group

Co-PI, Teagle Foundation Knowledge for Freedom \$300,000 Implementation Grant (pending)

Workshop Organizer, UTA Involvement and Engagement

Guest lecturer, UTA Center for Entrepreneurship and Technology Development, EpICMavs

Service to the discipline(s)

Cofounder, North Texas Research Coalition
Reviewer, *International Labor Relations Review*
Member, ECPR Sciences of Democracies group
Member, Employee Participation and Financial Ownership Scholarly Research Award
Committee for the Academy of Management Human Resources Division

Service to the public

SMU Tower Center Research Fellow
Founding Board Member, Purpose Trust Ownership Network
Board Member, Texas Center for Employee Ownership
Author, "A Leader's Guide to Locking in Purpose and Broadening Participation." Oxford
Skoll Centre white paper
Volunteer, Mission Oak Cliff food bank
Volunteer, Active Texan Triathlon

Media appearances

The Gazette. (October 12, 2025). [Link](#)
The Chronicle of Higher Education. (October 9, 2025). [Link](#)
Owners at Work. Fort Worth Report. (July 3, 2025). [Link](#)
The Texas Standard. (May 14, 2025). [Link](#)
KERA. (May 2, 2025). [Link](#)
KERA. (April 29, 2025). [Link](#)
Fort Worth Report. (April 28, 2025). [Link](#)
Forces for Good. (April 23, 2025). [Link](#)
Arlington Report. (March 28, 2025). [Link](#)
Fort Worth Report. (March 14, 2025). [Link](#)
Fort Worth Report. (January 29, 2025). [Link](#)

2024

Service to the Department

Standing committees (2023-2024): Student Honors and Scholarships (Chair); Library (Chair); Alumni and Community Outreach; Graduate Studies; Research; Technology
Ad hoc committees: (2023-2024): Associate Professor Hiring Committee
Attendee: Graduate hooding (Fall 2024)
Student advising: Master's Comprehensive Exam Committee Chair for Corrina Sullivan; Master's Thesis Committee Chair for Danielle Myers; Advisor for Saxe Fellow recipient Ally Simpson
Fall 2024 Political Science Poster Session organizer
Advisor for Pi Sigma Alpha's "Election Results Discussion," Nov 2024

Service to the College and University

Committee Member, Dean's Advisory Council on AI and Emerging Technologies
Honors College Faculty Appointment
Workshop Organizer, UTA Involvement and Engagement
Workshop, "Networking Lunch with First-Year Cohort: Connecting with Professional Development Resources."
Co-PI, Teagle Foundation Knowledge for Freedom \$25,000 Planning Grant

Service to the discipline(s)

Reviewer, *Policy Studies Journal*
Reviewer, *Elgar Encyclopedia of Business and Government*

Service to the public

Co-hosted a one-day Purpose Trust Ownership Convening in collaboration with the Aspen Economic Opportunities Program and the Rutgers Institute for Employee Ownership and Profit-Sharing

Co-hosted the Georgia Shared Ownership Convening at Emory University

Attendee at the National Economic Council's White House Convening on Worker Ownership

Board Member, Texas Center for Employee Ownership

Founding Board Member, Purpose Trust Ownership Network

Invited testimony, Dallas City Council Charter Review, Dallas, TX

Guest Speaker, Social Venture Partners Dallas BigBang! Conference

Media appearances

The Shorthorn. (November 12, 2024). [Link](#)

Fort Worth Report. (November 6, 2024). [Link](#)

The Shorthorn. (November 6, 2024). [Link](#)

Fort Worth Report. (November 5, 2024). [Link](#)

The Texas Standard. (November 5, 2024). [Link](#)

UTA Radio. (November 5, 2024). [Link](#)

Fort Worth Report. (October 28, 2024). [Link](#)

KERA. (October 23, 2024). [Link](#)

Fort Worth Report. (October 21, 2024). [Link](#)

The Shorthorn. (October 16, 2024). [Link](#)

The Shorthorn. (September 18, 2024). [Link](#)

The Texas Standard. (September 11, 2024). [Link](#)

The Conversation. (August 1, 2024). [Link](#)

The Mindful Marketplace. (July 9, 2024). [Link](#)

Fort Worth Report. (May 24, 2024). [Link](#)

Dallas Observer. (March 6, 2024). [Link](#)

KERA. (February 9, 2024). [Link](#)

Dallas Observer. (February 6, 2024). [Link](#)

2023

Service to the Department

Standing Committees: Graduate Studies Committee, Library Committee (Chair), Research Committee, Student Honors/Scholarships Committee (Chair), Technology Committee,

Ad hoc Committees: Bylaws Committee

Service to the College

Supervisor for Honors College thesis by UTA student Tiffany Vargas

Supervisor for research papers by SMU students Adikva Raj, Isis Kazadi, Cade Sutton, and Reece Iriye

Reviewer for *Energy Research & Social Science* journal

Contributor to National Science Foundation Major Research Instrumentation Program (MRI) grant organized by Chengkai Li

Public Service

Editor in Chief for www.eowd.org, a news blog on employee ownership and workplace democracy

"Sustaining Ownership: The Promise of Employee Ownership Trusts." Invited presentation at the Aspen Institute Economic Opportunities Program

“The Oxford Seed Fund: A History.” Invited presentation at the Oxford Seed Fund 10th year reunion
 “Growing Pathways to Workplace Equity & Employee Ownership.” Invited lecture at Social Venture Partners of Dallas

Media appearances

Impact Alpha. (December 18, 2023). [Link](#)
 Impact Alpha. (December 14, 2023). [Link](#)
 Fort Worth Report. (August 29, 2023). [Link](#)

2022	<i>Service to the discipline(s)</i> Reviewer for Organization and Management Theory Division for AOM 2022 Reviewer for <i>Policy Studies Journal</i> Reviewer for <i>Energy Research & Social Science</i> journal (including Outstanding Reviewer Award) Reviewer for <i>Energy Policy</i> journal
2019-2021	Curriculum Advisory Board Member, Austin Center for Design
2018-2022	Graduate Research Fellow with the Policy Agendas Project Research Group, UT-Austin Government Department
2016-2022	Member of Rai Group Research Lab, UT-Austin LBJ School

Languages

English (native)
 Spanish (conversational)
 R (conversational)

Additional Academic Presentations

2023	“Cutting Edge Research on U.K. Employee Ownership Trusts.” Discussant at Kelso Workshop 2023
2020	Hand, M. “You’re Hired! An examination of the impact of staffer experience and networks in US political campaigns.” Invited presentation at the Southern Political Science Association (SPSA) annual conference
2019	Hand, M. “Foxes in the Henhouse? The Effects of Hiring Campaign Staff into Legislative Offices.” Invited presentation at the Association for Public Policy Analysis & Management (APPAM) Research Conference Hand, M. “Campaign Contribution Limits and Corruption: Evidence from the 50 states.” Paper presentation at SPSA Hand, M. and Rai, V. “Energy, Entrepreneurship and Economic Resilience in Texas.” Poster presented at the Energy@UT exposition

2018	Hand, M. "A Pragmatic Typology of Impact Enterprise." Paper presentation at USC-Marshall's Annual Social Entrepreneurship Conference
	Morrison, J. and Hand, M. "Moving from Policy Ideas to Policy Impacts: What Does the Innovation Corps Model Offer Public Policy Education?" Paper presentation at Public Administration Review's symposium "Entrepreneurship in the Public and Non-profit Sectors" at the National Academy of Sciences.
	"Crime and Its Effects on Vulnerable Populations." Panel Chair at APPAM International Conference
	Boumgarden, P. and Hand, M. "Entrepreneurial Behaviour in Political Campaigns: Strategically sequencing thinking and doing." Paper presentation at the annual Effectuation Conference
2017	Hand, M. "Campaign Contribution Limits and Corruption: Evidence from the U.S. States." LBJ School Innovation Bound research poster session
	Gao, X., Hand, M., Beck, A., and Rai, V. "Knowledge Networks in the U.S. Solar Industry." Association for Public Policy Analysis & Management (APPAM) conference
	Hand, M., Beck, A., Gao, X., and Rai, V. "Learning in renewable energy ecosystems: A network study of knowledge flows in the Austin solar installation industry." Behavior, Energy & Climate Change (BECC) conference
	Hand, M. "Knowledge networks in alternative energy ecosystems – Solar softs in the solar industry." Poster (invited) at the Conference on Complex Systems
2016	Zutz, C. and Hand, M. "The Crowd-Sourced Graph: Uncovering The Social Innovation Landscape in Austin, Texas." XXXVI Sunbelt Conference of the International Network for Social Network Analysis (INSNA)

Invited Lectures

2023	Guest lecture for SMU's Masters in Statistics and Data Science Capstone
	"Change Management Consulting: It's all about the people." Invited guest lecture at Cox Business School at Southern Methodist University
	"A Gentle, Critical Introduction to Data Science." Guest lecture at UT-Permian Basin
2018	"How to practically and creatively surface ideas and resources from your social networks." Guest lecture at Saïd Business School
2017	"The Business of Politics: Bringing an MBA brain into a Public Policy PhD." Presentation at the Don and Sybil Harrington Foundation Amarillo Symposium
2016	"Triple Bottom Line Ventures: Lessons Learned from Entrepreneurs." Panel moderator at McCombs Business for Good Summit (convened by Net Impact McCombs and the Clean Tech Group)

2015	<p>“How entrepreneurs build networks.” Guest presentation at Saïd Business School</p> <p>“Leadership in social innovation.” Guest lecture for Dr. David Springer at UT-Austin</p> <p>“An introduction to social venture capital.” Guest lecture for UT-Austin lecturer Moira Porter</p> <p>“New Trends & Profit Models in Social Entrepreneurship.” Panel moderator at McCombs Business for Good Summit (convened by Net Impact McCombs and the Clean Tech Group)</p>
2014	<p>“How to Incorporate Social and Environmental Responsibility in your Company.” Guest lecture for Dr. Diego Sanchez-Ancochea’s executive program at St. Antony’s College, Oxford</p>
2013	<p>“Impact Investing.” Guest lecturer for Dr. Pamela Hartigan’s graduate level course on social entrepreneurship</p> <p>“Social Entrepreneurship: An introduction for the curious (and the skeptical).” A presentation for the annual New College colloquium series, University of Oxford</p>

Additional Volunteer Service and Civic Engagement

2024-Present	<p>Founding Board Member, Purpose Trust Ownership Network</p> <p>Board Member, Texas Center for Employee Ownership</p>
2017-Present	<p>Board Member, WildArk.org</p>
2020-2021	<p>Board Member, Multicultural Refugee Coalition</p>
2020	<p>Election Protection Volunteer, Texas Civil Rights Project</p> <p>Volunteer mentor, PelotonU.org</p>
2018-2019	<p>Lead Mentor, Techstars Impact with AgHelp</p> <p>Volunteer, Multicultural Refugee Coalition</p> <p>Volunteer, Workers Defense Project (Proyecto Defensa Laboral)</p> <p>LBJ School Associate Dean of Research Student Research Committee</p>
2017-2024	<p>Security Fellow, Truman National Security Project</p>
2015-2017	<p>Member, TRUST, a pro-immigrant Texas legislative coalition</p>
2015	<p>Fundraising volunteer at the Texas Civil Rights Project</p>

Additional Writing

- 2017 “Beyond the scuffle: Bipartisanship in the Texas Legislature.” In Texas Tribune’s TribTalk, with Jonathan Lewis and Igor Holas
- “What to Look For in Investors, From Entrepreneurs Who Have Done Their Due Diligence.” On Unreasonable.is, with Zoe Schlag
- “Note to Investors: What Entrepreneurs Wish They Knew About You.” On Unreasonable.is, with Zoe Schlag
- 2016 “The Research Gap in Social Entrepreneurship.” In Stanford Social Innovation Review, with Jonathan Lewis
- 2015 “A response to ‘The Payoff of Pay-for-Success.’” In Stanford Social Innovation Review Online, with Margo Johnson
- “Visualizing the GIIN Impact Investing Network with Neo4j.” On the Neo4j blog, with Clare Zutz
- 2013 “Entrepreneurship at Saïd Business School and Oxford.” A report on university-wide research on entrepreneurship for Saïd Business School Dean Peter Tufano
- “Case Report: The US National Science Foundation’s I-Corps.” research conducted for Saïd Business School professor Marc Ventresca’s Leading Science Innovation and Entrepreneurship (LISE) program
- “Disruption decoded: Four Skills for Shifting Systems.” On the Skoll Centre for Social Entrepreneurship blog
- “Social Entrepreneurship 101.” On the Skoll Centre for Social Entrepreneurship blog
-

Non-Academic Work Experience

- 2018 – Present **Senior Partner**, Liminal Advisors **London, UK**
Liminal Advisors works with impact investment funds and companies to understand and organize the complex systems around them to drive positive change.
- 2016 – 2019 **Cofounder**, Assemble **Austin, TX**
A workshop and facilitation consulting firm that helped companies leverage design thinking and innovation research for better outcomes, with a focus on talent and team communication
- 2014 – 2016 **Venture Partner**, UnLtd USA **Austin, TX**
Designed and delivered curriculum for training and coaching of UnLtd USA's three cohorts of Austin-based social entrepreneurs.
- 2010 – 2012 **Investment Associate**, First Light Ventures **Mumbai, India | Atlanta, GA**
Launched the \$1.5m India Accelerator, a joint venture with Shell Foundation; managed First Light's nine-company India portfolio and investment pipeline; led a \$200,000 investment in MadRat Games, an educational game company
- 2007 – 2009 **Founding Country Director**, Manna Project International **Quito, Ecuador**
Founded Manna Project's second community development site, overseeing the work of 130 volunteers, managing a \$200,000 budget, and starting over 20 community programs
- 2006 – Present **Consultant, Grant Writer, and Intern** **USA | Botswana**
Consulting clients include Southwest Georgia Project, a local food distributor; Culture Connect, an immigrant-focused social enterprise in Atlanta; the City of Shreveport, Louisiana; Shreveport start-up coworking space CoHab; and the North Louisiana Economic Partnership
Internships with HIV/AIDS focused NGO FHI360; Holy Cross Hospice in Gaborone, Botswana; Congressman Jim McCrery; and Nashville-based immigrant advocacy NGO Conexión Americas
Social work experience: Managed twenty families of abused and neglected children as a social worker with Community Support Programs in Shreveport, LA