

CURRICULUM VITAE

Gregory B. Fairchild

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Area Coordinator: Strategy, Ethics and
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Academic Appointments

- Isidore Horween Professor of Business Administration**, 2021- present. Darden Graduate School of Business, Charlottesville, Virginia. Strategy, Ethics and Entrepreneurship group (full professor, without term).
- Isidore Horween Research Associate Professor of Business Administration**, 2016-2021. Darden Graduate School of Business, Charlottesville, Virginia. Strategy, Ethics and Entrepreneurship group.
- E. Thayer Bigelow Research Associate Professor**, 2012 – 2016. University of Virginia, Darden Graduate School of Business, Charlottesville, Virginia. Strategy, Ethics and Entrepreneurship group.
- Associate Professor (without term)**, 2008 – 2012. University of Virginia, Darden Graduate School of Business, Charlottesville, Virginia. Strategy, Ethics and Entrepreneurship group.
- Assistant Professor**, 2001 – 2008. University of Virginia, Darden Graduate School of Business, Charlottesville, Virginia. Strategy, Ethics and Entrepreneurship group.
- Acting Assistant Professor**, 2000 – 2001. University of Virginia, Darden Graduate School of Business, Charlottesville, Virginia. Strategy, Ethics and Entrepreneurship group.
- Adjunct Professor and Preceptor**. 2013, 1997-1999. Columbia University Graduate School of Business, New York, NY. *One of only two doctoral students Business school-wide selected to teach in the Columbia MBA program.*

Administrative Appointments

Dean & CEO, UVA|Northern Virginia, 2021-present. Inaugural executive leader for UVA's comprehensive expansion into Northern Virginia (this is the first campus outside of Charlottesville). Report to President Jim Ryan and Provost Elizabeth Magill. Responsible for all strategy and execution, including marketing plans and campaigns, staffing and logistics, interface with state government. Supported by 8-figure launch budget provided by UVA's Strategic Investment Fund (SIF).

Area Coordinator, Strategy, Ethics and Entrepreneurship, 2021-present. Serve as coordinator for hiring, promotion and representing colleagues' interests in faculty and administrative matters (Darden does not have a department structure – areas represent various faculty interest groups).

Associate Dean for Washington, D.C. Area Initiatives and Academic Director of Public Policy and Entrepreneurship (July 2017-present). The mission for Darden in DC is to build and leverage engagement with key stakeholders. Establish Darden as the preeminent business school in the nexus of business and public policy.

Director of Operations in Northern Virginia, University of Virginia (May 2018-2021). Oversee and recommend initiatives concerning the location and operation of UVA assets and programs in the Northern Virginia part of the metropolitan Washington, D.C. area.

Faculty Director, Institute for Business in Society, IBIS (July 2012 to 2020).
The vision of the *Initiative for Business in Society* is to be a leading global catalyst and convener of thought, information, and action at the interface of business and society, and to promote the development of leaders to positively impact society through their roles in business.
<http://www.darden.virginia.edu/web/IBiS/Faculty/Home/>

Executive Director, Tayloe Murphy Center, July 2009 – July 2015. University of Virginia, Darden Graduate School of Business, Charlottesville, Virginia.
The Tayloe Murphy Center's mission is to facilitate community competitiveness through the development of practical research on what makes communities economically competitive; the dissemination of that knowledge to practitioners in the field; and the sponsorship of interaction between stakeholders committed to making communities globally competitive. The center enjoys an endowment of over \$10 million to support its programs and research. <http://www.darden.virginia.edu/web/tayloe-murphy-center/>

Education

Columbia University, Graduate School of Business, New York, NY.

Ph.D. Management of Organizations, 2001.

M. Phil. Management of Organizations, 1999.

Concentration in Organizational Theory, Entrepreneurship and Strategic Management.

Dissertation: —Invisible Men and Women: Inner City Entrepreneurs and the Strategies They Employ to Survive and Grow.

University of Virginia, Darden Graduate School of Business, Charlottesville, VA.

MBA, 1992 -- Concentrations in General Management and Marketing

Virginia Commonwealth University, Richmond, Virginia.
B.S., Mass Communications, 1988.

Other Professional Experience

Senior Assistant Brand Manager, The Procter and Gamble, Co. Inc. 1992 – 1995.

Brand management experience on Pantene Haircare and Clarion Cosmetics.

\$232 million haircare brand. Assistant Brand Manager on \$32 million cosmetics brand. Personally responsible for multiple marketing and general management responsibilities, including Pantene's \$65 million marketing plan and production of a \$10 million Pantene infomercial.

Department Manager, Executive Trainee. 1988 – 1990. Saks Fifth Avenue, New York, NY. Managed \$11 million Couture dress department in Saks' flagship Fifth Avenue store. Responsible for merchandising, staffing and general management.

Research Interests

Entrepreneurship and Economic

Community-Development Finance

Targeted Private Equity

Teaching Interests

Entrepreneurship Strategic Management

Entrepreneurship and Economic Development

Leadership

Honors and Awards

2020 UVA Excellence in Public Service Award (faculty). This award recognizes a faculty member whose work shows the greatest positive impact in a particular place or community and who has undertaken that work together with students.

2019 Fellow, Milken Institute, Center for Financial Markets.

Research collaborator, convener, and spokesperson on topics about financial institutions. Output: Two peer-reviewed papers.

2019, Senior Scientist, US (United States) Office of the Surgeon

General. Will work with the Centers for Disease Control (CDC) and The Surgeon General's team on a federal report on "*Community Health and Economic Prosperity.*" Report released in January 2021:

<https://www.hhs.gov/sites/default/files/chep-sgr-full-report.pdf>

2017 MBA Professor of the Year, Poets and Quants,

<https://poetsandquants.com/2018/01/01/mba-professor-of-the-year/>

2014 One Day University with the Wall Street Journal. One of seven faculty chosen to teach a public event "one day business school" in New York City.

<https://onedayu.com/events/detail/177>

- 2014 Frederick S. Morton Leadership Award (faculty recipient)** The awards are presented at graduation to an outstanding student in leadership and to the faculty member who has made the most significant contribution to that student's life.
<http://www.virginia.edu/registrar/records/97gradrec/chapter7/gchap7-1.11.html>
- 2014 Class of 2014 Faculty Marshal.** Elected by Darden graduating class of 2005 to serve as graduation marshal. <https://www.youtube.com/watch?v=6A-J2jFOyuE>
- 2013 Raven Award for Faculty.** Each year, the Raven Society confers an Award to recognize excellence in service and contribution to the University of Virginia. This is the highest honor that the Society can bestow on an individual. Given by UVA's oldest honor society.
<http://aig.alumni.virginia.edu/raven/raven-resources/the-raven-award/>
- 2013 named one of 15 finalists in Economist Intelligence Unit's "Business Professor of the Year Award."** <http://businessprofessoraward.com/competitions/business-professor-of-the-year/entries/gregory-fairchild>
- 2012 named one of "Top 10 Business Professors in the World, CNN/Fortune"** <http://money.cnn.com/gallery/pf/college/2012/10/30/10-best-b-school-professors.fortune/7.html>
- 2012 named one of "Top 50 Business Professors in the World", Poets and Quants.** <http://poetsandquants.com/2012/10/22/worlds-best-b-school-professors-greg-fairchild/>
- 2011 named one of "25 Virginians to Watch" Virginia Business Magazine.** <http://www.virginiabusiness.com/index.php/news/article/top-25-people-to-watch>
- 2010 "Five of the most highly-rated research professors" by *Financial Times*, January 25, 2010.** <http://www.ft.com/cms/s/2/bc8b4930-ffd6-11de-ad8c-00144feabdc0.html>
- 2009 Aspen Institute Faculty Pioneer Award.** One of four faculty chosen from among 120 nominees for pioneering work in the field of business.
<http://www.aspeninstitute.org/news/2009/09/16/aspen-institute-names-2009-faculty-pioneers>
- Class of 2005 Faculty Marshal.** Elected by Darden graduating class of 2005 to serve as graduation marshal.
- 2004 Academy of Management Best Paper Proceedings.** For top-rated paper submission, Gender and Diversity in Organizations division. Fairchild, G. & Robinson, J (2004) It's what you know and who they know: Structural holes and strong ties in urban labor markets
- 2003 Marquette University Ralph H. Metcalfe, Sr. Chair.** Brings to Marquette each year an outstanding scholar from a cultural group that has been historically underrepresented in the American professorate. It provides an important opportunity to bring prominent faculty to highlight their contributions to their field and enrich the Marquette community with notable role models.
- 2001 Business School Inner-City Leadership Conference Best Paper Award,** for best paper submission, Fairchild, G. (2001) Invisible Men and Women: Inner City Entrepreneurs and the Strategies They Employ to Survive and Grow.

1999 Columbia Public Policy Fellowship. Named one of 12 cross-disciplinary public policy fellows from across Columbia University doctoral programs. Fellowship includes monetary reward and participation in research symposium.

1997 Academy of Management Best Paper Award and Best Paper Proceedings. For best paper submission, Organization and Management Theory division. Abrahamson, E. and Fairchild, G. (1997) Management Fashion: Lifecycles, Triggers, and Collective Learning Processes.

1997 Montrone Fellowship Winner. Awarded fellowship for academic performance in Columbia Doctoral Program.

Board Directorships

2017 – present. **Independent Trustee, USQ Core Real Estate Fund.** The Fund is a publicly offered closed-end interval fund registered with the SEC (Securities and Exchange Commission) under the Investment Company Act of 1940 with a focus on real estate-related investments and is managed by USQ Capital Partners, LLC, an SEC registered investment adviser. I serve as the Lead Independent Trustee and Chair of the Nominating and Governance Committee. <https://www.usqfunds.com/>

2021-2022. **Chairman, Finance and Audit Committee, Virginia Economic Development Partnership.** This committee within the VEDP is responsible for accountability for VEDP's performance, both as an organization and in the subsidies provided for economic development activity.

2017 – 2022. **Member, Virginia Economic Development Partnership.** Appointed by Governor Terry McAuliffe. The Commonwealth of Virginia's Economic Development Authority. Reappointed by Governor Ralph Northam.

2018 – 2021. **Member, Community Development Advisory Board, US Treasury.** Member of the US Treasury's advisory board for the CDFI Fund and various economic development subsidy and policy programs (only academic board member).

2015 – 2017. **Board Member, Virginia Community Capital (VCC) & Community Capital Bank (CCB).** Created in 2006, VCC is a mission driven depository institution founded to support housing and community development ventures, increase jobs, and build sustainable communities by offering flexible financial products and advisory services. Appointed to board by Virginia Governor Terry McAuliffe.

2012- 2018. **Public Director, University Physicians Group, University of Virginia.** It was founded in 1979 as a nonprofit supporting organization of UVA to serve the financial and administrative needs of clinical staff. Appointed by the President of the University of Virginia.

2009-2012. **Member, Investment Advisory, Virginia Retirement Service.** Serve as one of the advisors to the Commonwealth of Virginia state employee's pension fund. The VRS manages the pensions for the state's employees – including teachers, police officers, judges, etc. The pension manages \$56B in assets.

Research Grants Awarded

1. William & Flora Hewlett Foundation (\$45,000, 2020)

2. Federal Reserve Board of Governor's (\$10,000, 2020)
3. UVA, 7 Society (\$7,777, 2019)
4. UVA, Bankard Fund (\$30,000, 2013)
5. US Treasury, Community Development Financial Institutions Fund (\$150,000, 2012)
6. UVA, Jefferson Trust (\$50,000, 2012)
7. John D. and Catherine T. MacArthur Foundation (\$850,000, 2008-2011)
8. Ewing Marion Kauffman Foundation (\$11,000, 2006)
9. Approximately \$343K in individual, corporate donations to the nonprofit founded to support criminal justice efforts, *Resilience Education* (excluding direct program support from Columbia University's Tamer Center).
 - These include two gifts from graduating The Executive Program classes for the Resilience Education program (Darden's premier senior executive program).

Peer-Reviewed Journal articles

1. Harper, P., Derry, R., and Fairchild, G. (editors) – Special Issue: Racial justice and business ethics. *Journal of Business ethics* (in press, 2024).
2. Fairchild, G. and Juelfs, M. (2021) "Just how risky? Comparative institutional risks of Minority Depository Institutions (MDIS) and Community Development Financial Institutions (CDFIs)," *Journal of Developmental Entrepreneurship* <https://ideas.repec.org/a/wsi/jdexxx/v25y2020i04ns1084946720500235.html> (an earlier version of this article was published in the *San Francisco Federal Reserve Board's Community Development Innovation Review*).
3. Bauer, Ursula; Fairchild, Gregory; Jutte, Doug (2020). *Community Health and Economic Prosperity. A report of the US Surgeon General.* <https://www.hhs.gov/sites/default/files/chep-sgr-full-report.pdf>
4. Fairchild, Gregory, Kim, Yung, Juelfs, Megan and Betru, Aron (2020). "Good Money after Bad? The Comparative Efficiency of Minority Depository Institutions. *Journal of Developmental Entrepreneurship*, 25(01), p.2050002, <https://doi.org/10.1142/S1084946720500028>.
5. Freeman, R. Edward, Laura Dunham, Gregory Fairchild, and Bidhan Parmar (2015) "Leveraging the creative arts in business ethics teaching." *Journal of Business Ethics* 131 (3): 519-526, [DOI 10.1007/s10551-014-2479-y](https://doi.org/10.1007/s10551-014-2479-y)
6. Fairchild, Gregory. (2010) Racial Segregation in the public schools and adult self-employment likelihood: The case of black Americans. *Small Business Economics* 33 (4), 467-484. [doi:10.1007/s11187-009-9202-x](https://doi.org/10.1007/s11187-009-9202-x)
7. Fairchild, Gregory. (2010). Intergenerational ethnic enclave influences on the likelihood of being self-employed. *Journal of Business Venturing*, 25(3), 290-304. [doi:10.1016/j.jbusvent.2008.10.003](https://doi.org/10.1016/j.jbusvent.2008.10.003).
8. Fairchild, Gregory. (2009) Spatial Assimilation and Self-Employment: The Case of Black Americans. *Journal of Developmental Entrepreneurship*, 13 (3), 269 – 291. <https://doi.org/10.1142/S1084946708000971>.
9. Fairchild, Gregory. (2009) Residential Segregation Influences on the Likelihood of Being Self-Employed. *Entrepreneurship Theory and Practice*, 33 (2), 373-395, <https://doi.org/10.1111%2Fj.1540-6520.2009.00295.x>.

10. Fairchild, Gregory & Robinson, Jeffrey. (2008) Unlearned Lessons from *Letter from a Birmingham Jail*: The Work Begun, The Progress Made, and The Task Ahead. *Business & Society*, 47 (4), 484-522. <http://bas.sagepub.com/cgi/content/short/0007650308323696v1>
11. Fairchild, Gregory. (2008) The Influence of Residential Segregation and its Correlates on Ethnic Enterprise in Urban Areas. *Journal of Business Venturing*, 23 (5), 513-527. <http://doi:10.1016/j.jbusvent.2008.02.001>.
12. Fairchild, Gregory. (2008) Residential Segregation Influences on the Likelihood of Black and White Self-Employment. *Journal of Business Venturing*, 23(1), 46-74. <http://dx.doi.org/10.1016/j.jbusvent.2006.10.010>.
13. Abrahamson, Eric & Fairchild, Gregory. (1999) Management Fashion: Lifecycles, Triggers, and Collective Learning Processes. *Administrative Science Quarterly*, 44 (4), 708- 740, <https://www.jstor.org/stable/2667053>.

Virtual Special Issue

- Harper, P., Derry, R. and Fairchild, G. “Eradicating Structural Racism: What is the Role of the Corporation?” *Journal of Business Ethics*, Summer 2020, <https://www.springer.com/journal/10551/updates/18167918>

Books

- Fairchild, Gregory B. “Emerging Domestic Markets: How Financial Entrepreneurs Reach Underserved Communities in the United States.” Columbia Business School Press <https://cup.columbia.edu/book/emerging-domestic-markets/978023117322>

Book Chapters

1. Fairchild, Gregory B. “How I Learned That Diversity ≠ Integration.” *Dialogues on Race and Inequity at the University of Virginia*, Louis Nelson & Claudrena Harold (eds.). University of Virginia Press (August 2018)
2. Fairchild, Gregory & Greene, Patricia. (2003) Wealth Creation in Distressed Inner Cities: What Can Business Schools Contribute? *Entrepreneurship: The Road Ahead*, Harold Welsch (editor), New York: Routledge.
3. Abrahamson, Eric & Fairchild, Gregory. (2000) Knowledge Industries and Idea Entrepreneurs. *The Entrepreneurship Dynamic in Industry Evolution*, Claudia Bird Schoonhoven, and Elaine Romanelli (editors), Stanford University Press, Stanford, California.
4. Brockner, Joel, Ackerman, Grant & Fairchild, Gregory. (2000) When Do Elements of Procedural Fairness Make a Difference? A Classification of Moderating Influences. *Advances in Organizational Justice*. J. Greenberg and R. Cropanzano (Eds.). San Francisco: New Lexington Press.

Practitioner-Oriented Publications

1. Fairchild, G. and Juelfs, M. “Just how risky? Comparative institutional risks of Minority Depository Institutions (MDIS) and Community Development Financial Institutions (CDFIs),” *Community Development Innovation Review*, Federal Reserve Bank of San Francisco, 15(1): 2020. *This work was supported by a grant from the Federal Reserve Board of Governors.*
2. Fairchild, Gregory and Ruo Jia (2015) *Introduction to Risk and Efficiency among CDFIs: A Statistical Evaluation using Multiple Methods*. Office of

Financial Strategies and Research Community Development Financial Institutions Fund U.S (United States). Department of the Treasury, <http://www.cdfifund.gov/docs/2015/CDFI/Risk%20and%20Efficiency%20among%20CDFIs%20Report.pdf>

3. Fairchild, Gregory (2014). "Case Study: Should You Sell That Product?" *The Harvard Business Review*, Harvard Business Review (January/February) #R1501K-PDF- ENG
4. Fairchild, Gregory, and Rai, Kulwant (2011) "Perdido En La Traducción: The Opportunity in Financial Services for Latinos." Tayloe Murphy Center, University of Virginia, Darden GSBA.
5. Fairchild, Gregory (2007) *The Challenges of Evolution: EDM Initiatives in Private Equity in Conception and Practice. Community Development Investment Review*. San Francisco, CA: San Francisco Federal Reserve Board.
6. Fairchild, Gregory (2005) *What is the Emerging Domestic Market? Journal of EDM Finance*. (Inaugural Issue). Washington, DC: National Association of Investment Companies.
7. Fairchild, Gregory (2004) *In Your Own Backyard: Investment Opportunities in Emerging Domestic Markets*. New York, NY: Council of Urban Investors Institute: Connecting Communities with Capital.

Peer-Reviewed Conference Proceedings

1. Fairchild, Gregory & Robinson, Jeffrey (2004) *It's What You Know and Who They Know: Structural Holes and Strong Ties in Urban Labor Markets. 2004 Best Paper Proceedings. Academy of Management*.
2. Fairchild, Gregory (2001) *Invisible Men and Women: Inner City Entrepreneurs and the Strategies They Employ to Survive and Grow. 2001 Business School Inner-City Leadership Conference Best Paper Award*,
3. Abrahamson, Eric & Fairchild, Gregory (1997) *Management Fashion: Lifecycles, Triggers, and Collective Learning Processes. 1997 Best Paper Proceedings. Academy of Management*.

Research in Process and Working Papers

Fairchild, Gregory & Robinson, Jeffrey (editors). *Handbook of Research on Urban Entrepreneurship and Local Development*. Edward Elgar Publishing.

Fairchild, Gregory. *The Story of Management*. University of Virginia Press (book manuscript).

Harper, P., Derry, R. and Fairchild, G. Special Issue: "Eradicating Structural Racism: What is the Role of the Corporation?" *Journal of Business Ethics*, Submission Deadline: December 2021,

<https://www.springer.com/journal/10551/updates/18167918>

Doctoral Committee Participation

1. Alvaro Moreno. 2019. *The entrepreneur as an agent of change in the economy: The case of James M. Eder in early Colombia*.
2. Sean Carr. 2013. *Collective Action and the Financing of Innovation: Evidence from Crowdfunding*. University of Virginia, Darden GSBA.

3. Paul T. Harper. 2011. The Limits of Entrepreneurial Bricolage: An Intervention. May, University of Virginia, Darden GSBA.
4. Margaret Cording. 2003. Organizational integrity and acquisition performance: The role of values in value creation. October. University of Virginia, Darden GSBA.

Teaching Cases (cases with an asterisk * are based on a prior case, and created by a grant from the BamaWorks Foundation to support Resilience Education’s programs with returning citizens)

1. You Can Play, but Will You Win (2020). Case Number: UVA-F-1894
2. You Can Play, but Will You Win (Spreadsheet) (2020). Case Number: UVA-F-1894X
3. Getting Back to Business (A) (2019) Case Number: UVA-G-0648.
4. Getting Back to Business (B) (2019) Case Number: UVA-G-0647.
5. Jason Goes Job Hunting (2019) Case Number: UVA-G-0649.
6. What Hank Did Next (2019) Case Number: UVA-F-0434.
7. Tamara’s New House (A) (2019) Case Number: UVA-F-1886.
8. Tamara’s New House (B) (2019) Case Number: UVA-F-1887.
9. Tamara’s New House (C) (2019) Case Number: UVA-F-1888.
10. Bright Blue Scrubs: Going Back to School (2019) Case Number: UVA-F-1886.
11. In Sickness and in Health (A) (2019) Case Number: UVA-F-1917.
12. In Sickness and in Health (B) (2019) Case Number: UVA-F-1918.
13. Fresh Start – Choosing a New Cell Phone Plan (2019) Case Number: UVA-F-1901.
14. Carla’s Vacation. (2019) Case Number: UVA-F-1920.
15. FICO Score. (2019) Case Number: UVA-F-1909. *
16. Living the “Unbanked Life: Jaime, Renting to Own (2019) Case Number: UVA-F-1900.
17. Choosing a Bank Account (2019) Case Number: UVA-F-1893.
18. Spreadsheets or Michelangelo: Going Back to School (2019) Case Number: UVA-F-1874. *
19. Planning for the Future: Savings and Retirement (2019) Case Number: UVA-F-1869.
20. Reggie Needs a Car (A) (2019) Case Number: UVA-F-1884.
21. Reggie Needs a Car (B) (2019) Case Number: UVA-F-1885.
22. One Last Pedicure: Balancing a Personal Budget (2019) Case Number: UVA-F-1882. *
23. Understanding FICO Scores (2019) Case Number: UVA-F-1866.
24. Living the “Unbanked Life: Maria” (2019) Case Number: UVA-F-1892.
25. Black Coffee and Black Cards (A) (2019) Case Number: UVA-F-1882.
26. Black Coffee and Black Cards (B) (2019) Case Number: UVA-F-1883.
27. Personal Budgeting Overview: One Last Pedicure (2019) Case Number: UVA-F-1865.
28. Willy Buys a Car (2019) Case Number: UVA-F-1871. *
29. Umbrella of Protection: Health and Life Insurance (2019) Case Number: UVA-F-1873. *
30. Nate Chooses a Business Entity (2019) Case Number: UVA-F-1795.
31. Rose Buys a House (2019) Case Number: UVA-F-1872. *

32. Creating Your Own Personal Budget and Balancing Your Checkbook (2019) Case Number: UVA-F-1868. *
33. Tentacles (Identity Theft) (2019) Case Number: UVA-F-1864.
34. Black Cards and Banking (2019) Case Number: UVA-F-1870. *
35. A Quicksand of Loans: Loan Types (2019) Case Number: UVA-F-1867. *
36. Henry Spots a Problem at Sunshine O.J. (A) (2019) Case Number: UVA-OM-1614.
37. Henry Spots a Problem at Sunshine O.J. (B) (2019) Case Number: UVA-om-1615.
38. Shanti Block and Tackle (2019) Case Number: UVA-ENT-0217.
39. Vincent Buys a Lawn Mower (2019) Case Number: UVA-F-1794.
40. Green Thumbs Lawn and Design (A) (2018) Case Number: UVA-ENT-0209.
41. Green Thumbs Lawn and Design (B) (2018) Case Number: UVA-ENT-0211.
42. Crystal Catering (2018) Case Number: UVA-ENT-0209
43. MPOWERing Global Students (2018) Case Number: UVA-ENT-0220
44. Crops: On Rough Water (2018) Case Number: UVA-F-1811
45. BaseCamp Brewing Company: An Idea Brews (2018) Case Number: UVA-S-0295
46. BaseCamp Brewing Company: An Idea Brews (Spreadsheet) (2018) Case Number: UVA-S-0295X
47. Which Kaptein to Choose? The Havoysund Fleet Question (2018). Case Number: UVA-E-0419
48. Emerson Process Management: Metran Acquisition (2015) Case Number: UVA-S-0244
49. Should You Sell that Product? (2014) Case Number: R1501K-PDF-ENG (Harvard Business Review)
50. Saks Fifth Avenue: Project Evolution (2014). Case Number: UVA-S-0244
51. Hillenbrand: Thinking Beyond the Certain (2014). Case Number: UVA-S-0243
52. American Express: Bank 2.0. (2014). Case Number: UVA-S-0242
53. Kim Brown Morrish and Ground Control (A) (2014). Case Number: UVA-ENT-0206.
54. Kim Brown Morrish and Ground Control (B) (2014). Case Number: UVA-ENT-0207.
55. Citizen Potawatomi Community Development Corporation: Financial Inclusion in Indian Country (2014) Case Number: UVA-ENT-0202.
56. Southern Bancorp, Inc.: Reviving the Rural Economy through Financial Products and Community Involvement (2014). Case Number: UVA-ENT-0205.
57. Neil Hoffman and the Mensch on a Bench (2014). Case Number: UVA-ENT-0202.
58. Dollar Tree Stores: Choosing a Financial Partner (SPREADSHEET) (2013) Case Number: UVA-ENT-0035X
59. Saunders Karp: Striking the Proper Balance (SPREADSHEET) (2013) Case Number: UVA-ENT-0050X
60. Dollar Tree Stores: Choosing a Financial Partner (VIDEO) (2013) Case Number: UVA-ENT-0035V
61. Saunders Karp: Striking the Proper Balance (VIDEO) (2013) Case Number: UVA-ENT-0050V
62. Johnson Lumber: Bet on the Upside or Avoid the Downside? (2013) Case Number: UVA-ENT-0196.
63. Jeffrey Offutt and JITA Printing: Getting to Yes (2013). Case Number: UVA-ENT-0195.

64. Syndicated Communications and WorldSpace (2013). Case Number: UVA-ENT-0064.
65. Selling a New Old Idea: Virginia Business Ventures (2012). Case Number: UVA-ENT-0193.
66. Hiring at Huckle Buckle Beanstalk: Not All Fun and Games (2012). Case Number: UVA-ENT-0192.
67. Bolt Newspapers: Is There a Future in Print Media? (2012). Case Number: UVA-ENT-0191.
68. A Better Yoga Block: Shanti Creek Yoga Products (2012). Case Number: UVA-ENT-0190.
69. Relay Foods.com: Media Mix (2012). Case Number: UVA-ENT-0177. *
70. New River Apparel: Trot or Gallop? (2012). Case Number: UVA-ENT-0194.
71. From Blues Brother to Industry Leader: Growing Revenues at ParkNPool (2012). Case Number: UVA-ENT-0176.
72. Boston Community Capital and the Solar Energy Advantage (2012). Case Number: UVA-ENT-0175.
73. iCompute: The Marsh/Jones Dilemma (2012). Case Number: UVA-ENT-0178.
74. Haynsworth's: Should I Stay, or Should I Go? (2012). Case Number: UVA-ENT-0171.
75. Lab Mice and Bank Loans: General National Bank and Salazar Services (2012). Case Number: UVA-ENT-0172.
76. Longview Services (2012). Case Number: UVA-ENT-0170.
77. Quail Cove Farms (A): One Night and a Big Decision (2012). Case Number: UVA-ENT-0168.
78. Quail Cove Farms (B): Catching the Organics Wave (2012). Case Number: UVA-ENT-0169.
79. Thompson & Litton: Risk, Risk, Reward. (2012). Case Number: UVA-ENT-0166.
80. Northeast Community Federal Credit Union: Serving the "Sinks" in the City by the Bay (2012). Case Number: UVA-ENT-0186.
81. BandyWorks (B): Tom Bandy—Growing, Letting Go. Case Number: UVA-ENT-0182.
82. “For Where Your Septic Tank Is, There Your Heart Will Be Also”: Enterprise Cascadia and The Hood Canal Septic Loan Program (2012). Case Number: UVA-ENT-0180.
83. The Bottom Line at CC's Gourmet Kitchen. Case Number: UVA-ENT-0185
- Coalfields Coffee: Where to Go? (2012). Case Number: UVA-ENT-0184.
84. A Bowl of Good: Defining the Partnership (2012). Case Number: UVA-ENT-0183.
85. BandyWorks (A): Founding a New Business (Guided by the Past) (2012). Case Number: UVA-ENT-0173.
86. Arbor Days: Trumann Landscaping and ACCION USA (2012). Case Number: UVA-ENT-0188.
87. On the Ropes: Knockout! Panties (2012). Case Number: UVA-ENT-0187.
88. Macro Questions for Microfinance: ACCION New York and ACCION USA (2012). Case Number: UVA-ENT-0181.
89. Pacific Community Ventures & Galaxy Desserts: Community Development through Private Equity Investing (2011). Case Number: UVA-ENT-0174.

90. Letting the Sun In: Redeveloping a Derelict Office Building in Chicago (2010). Case Number: UVA-ENT-0156.
91. Finding Its Niche: Community Development Venture Capital (2009). Case Number: UVA- ENT-0111.
92. Breaking Down Barriers, Rebuilding Walls: The Role of Community Development Loan Funds (2009). Case Number: UVA-ENT-0108.
93. What is Strategic Management? (2009) Case Number: UVA-S-0166
94. Developing and Nurturing Strategic Capabilities (2009) Case Number: UVA-S-0167
95. Competing for Advantages: From Industry Analysis to Competitive Dynamics (2009) Case Number: UVA-S-0168
96. Creating Value for Stakeholders (2009) Case Number: UVA-S-0169
97. The Dime that Started a Movement: The History and Development of Credit Unions (2008). Case Number: UVA-ENT-103
98. Credit Where Credit is Due: The Latino Community Credit Union (2008). Case Number: UVA-ENT-0104.
99. Filling a Hole: The Reinvestment Fund and Progress Plaza (2008). Case Number: UVA- ENT-0110.
100. Dogloo and Opportunity Capital Partners. (2006) Case Number: UVA-ENT-0057.
101. Dollar Tree Leadership Transition: Passing the Buck. (2006) Case Number: UVA-ENT-0082.
102. Lawrence Berger and Allied Screens, Inc. (2006). Case Number: UVA-ENT-0081.
103. Green Room Productions, LLC (2006). Case Number: UVA-ENT-0080.
104. Sammy's Snacks (2005). Case Number: UVA-OM-1177
105. Ascend Ventures into Education (2005) Case Number: UVA-ENT-0058.
106. Six Degrees of Separation (simulation) (2005) Case Number: UVA-ENT-0061.
107. John —Rooster Clagett: Visual Training Systems Group, Inc. (A) (2004). Case Number: UVA-ENT-0059.
108. John —Rooster Clagett: Visual Training Systems Group, Inc. (B) (2004). Case Number: UVA-ENT-0060.
109. Dollar Tree Stores: Choosing a Financial Partner (2004) Case Number: UVA-ENT-0035.
110. Saunders Karp: Striking the Proper Balance (2004) Case Number: UVA-ENT-0050
111. BioSidus: Biotecnologia en la Patagonia. (2004) Case Number: UVA-S-0115.
112. Black Entertainment Television: Creating, Building, Extending and Protecting a Brand. (2004) Case Number: UVA-S-0108M (media case).
113. Tostadas, Tortilla Chips and Bank Loans: Wells Fargo and Salinas Y Salinas. (2003) Case Number UVA-S-0104.
114. Urban Brands and TSG Capital Group, LLC. (2003) Case Number: UVA-S-0105.
115. El Diablo: The Corner Cleaner Affair (2003) Case Number: UVA-E-0218.
116. Pluria Marshall, Jr. and the Wave Community Newspapers. (2001) Case Number: UVA-ENT-0012.
117. Gatewood and Daugherty: Minding their own business (2001). Case Number: UVA-ENT-0013.
118. Pizza Hut Moscow (1992) Under the Supervision of E. Weiss. Case Number: UVA-OM-0719. Named a Top Case as one of Darden's most frequently purchased cases.

Teaching Notes and Supplemental Spreadsheets

1. Saks Fifth Avenue: Project Evolution (TN) (2020) Case Number: UVA-S-0244TN.
2. Saks Fifth Avenue: Project Evolution (Teaching Note Spreadsheet, TNX) (2020) Case Number: UVA-S-0244TNX.
3. Saks Fifth Avenue: Project Evolution (Supplemental Spreadsheet, X) (2020) Case Number: UVA-S-0244TX.
4. American Express Bank 2.0 (TN) (2020) Case Number: UVA-S-0242TN.
5. Devils Backbone Brewing Company (TN) (2020) Case Number: UVA-S-0300TN.
6. Devils Backbone Brewing Company (Teaching Note Spreadsheet, TNX) (2020) Case Number: UVA-S-0300TNX.
7. Which Kaptein to Choose? (TN) (2020) E-0419TN
8. You Can Play, but Will You Win (TN) (2020). Case Number: UVA-F-1894
9. You Can Play, but Will You Win (TN Spreadsheet) (2020). Case Number: UVA-F-1894TNX
10. Thursday Night Dilemmas (TN) (2020) E-0433TN
11. Longview Services (TN) (2020) ENT-0170TN
12. iCompute: The Marsh/Jones Dilemma (2020) ENT-0178TN
13. Hiring at Huckle Buckle Beanstalk: Not All Fun and Games (TN) (2020) ENT-0192TN
14. Johnson Lumber: Bet on the Upside or Avoid the Downside? (TN) (2020) ENT-0196TN
15. Tamara's New House (A) (TN) (2020) F-1886TN
16. Tamara's New House (B) (TN) (2020) F-1887TN
17. Fresh Start—Choosing a New Cell Phone Plan (TN) (2020) F-1901TN
18. Bright Blue Scrubs: Going Back to School (TN) (2020) F-1912TN
19. Tentacles (TN) (2020) F-1922TN
20. Getting Back to Business (A) and (B) (TN) (2020) G-0647TN
21. Jason Goes Job Hunting (TN) (2020) G-0649TN
22. Devils Backbone Brewing, LLC: An Idea Brews (TN) (2020) S-0300TN
23. Quail Cove Farms (A): One Night and a Big Decision (TN) (2019) ENT-0168TN
24. Quail Cove Farms (B): Catching the Organics Wave (TN) (2019) ENT-0169TN
25. Haynsworth's Inc.: Should I Stay, or Should I Go? (TN) (2019) ENT-0171TN
26. Lab Mice and Bank Loans: General National Bank and Salazar Services (TN) (2019) ENT-0172TN
27. BandyWorks (A): Founding a New Business (Guided by the Past) (TN) (2019) ENT-0173TN
28. From Blues Brother to Industry Leader: Growing Revenues at ParknPool (TN) (2019) ENT-0176TN
29. RelayFoods.com: Media Mix (TN) (2019) ENT-0177TN*
30. Coalfields Coffee: Where to Go? (TN) (2019) ENT-0184TN
31. The Bottom Line at CC's Gourmet Kitchen (TN) (2019) ENT-0185TN
32. A Better Yoga Block: Shanti Creek Yoga Products (TN) (2019) ENT-0190TN
33. Bolt Newspapers: Is There a Future in Print Media? (TN) (2019) ENT-0191TN
34. Selling a New Old Idea: Virginia Business Ventures (TN) (2019) ENT-0193TN
35. New River Apparel: Trot or Gallop? (TN) (2019) ENT-0194TN
36. Shanti Block and Tackle (TN) (2019) ENT-0217TN

37. Vincent Buys a Lawn Mower (TN) (2019) F-1794TN
38. Nate Chooses a Business Entity (TN) (2019) F-1795TN
39. Tentacles (Identity Theft) (TN) (2019) F-1864TN
40. Personal Budgeting Overview: One Last Pedicure (TN) (2019) F-1865TN*
41. Understanding FICO Scores (TN) (2019) F-1866TN*
42. A Quicksand of Loans: Loan Types (TN) (2019) F-1867TN*
43. Creating Your Own Personal Budget and Balancing Your Checkbook (TN) (2019) F-1868TN*
44. Planning for the Future: Savings and Retirement (TN) (2019) F-1869TN
45. Black Cards and Banking (TN) (2019) F-1870TN
46. Willy Buys a Car (TN) (2019) F-1871TN*
47. Rose Buys a House (TN) (2019) F-1872TN*
48. Umbrella of Protection: Health and Life Insurance (TN) (2019) F-1873TN*
49. Spreadsheets or Michelangelo: Going Back to School (TN) (2019) F-1874TN*
50. Black Coffee and Black Cards (A) (TN) (2019) F-1882TN
51. Black Coffee and Black Cards (B) (TN) (2019) F-1883TN
52. Reggie Needs a Car (A) (TN) (2019) F-1884TN
53. Reggie Needs a Car (B) (TN) (2019) F-1885TN
54. One Last Pedicure: Balancing a Personal Budget (TN) (2019) F-1889TN*
55. Living the "Unbanked Life": Maria (TN) (2019) F-1892TN
56. Choosing a Bank Account (TN) (2019) F-1893TN
57. Living the "Unbanked Life": Jaime, Renting to Own (TN) (2019) F-1900TN
58. FICO Score (TN) (2019) F-1909TN
59. In Sickness and in Health (A) and (B) (TN) (2019) F-1917TN
60. Henry Spots a Problem at Sunshine O.J. (A) (TN) (2019) OM-1614TN
61. Henry Spots a Problem at Sunshine O.J. (B) (TN) (2019) OM-1615TN
62. Crystal Catering (TN) (2018) ENT-0209TN
63. GreenThumb's Lawn and Design (A) and (B) (TN) (2018) ENT-0210TN
64. Leica Camera: A "Boutique" Firm Faces a World of Change (TN) (2014) S-0225TN
65. Dollar Tree and Saunders Karp Negotiation Exercise (TN) (2010) ENT-0035TN
66. Ascend Ventures into Education (TN) (2009) ENT-0058TN
67. John "Rooster" Clagett: Visual Training Solutions Group, Inc. (A) and (B) (TN) (2009) ENT-0059TN
68. Dogloo and Opportunity Capital Partners (TN) (2006) ENT-0057TN
69. Six Degrees of Separation (TN) (2005) ENT-0061TN
70. Black Entertainment Television: Creating, Building, Extending and Protecting Brand (TN) (2004) S-0108TN
71. El Diablo: The Corner Cleaner Affair (TN) (2003) E-0218TN
72. Tostadas, Tortilla Chips, and Bank Loans: Wells Fargo and Salinas Y Salinas (TN) (2003) S-0104TN
73. Pluria Marshall Jr. and the Wave Community Newspapers (TN) (2002) ENT-0012TN
74. Urban Brands and TSG Capital Group, LLC (TN) (2002) S-0105TN
75. Gatewood and Daugherty: Minding Their Own Business (TN) (2001) ENT-0013TN

Simulations and Multimedia

1. Devils Backbone Brewing Company (multimedia case study) (2020) Case Number: UVA-S-0300TN.
2. Six Degrees of Separation (simulation). (2004) Simulation Number: UVA-ENT-0061S.
3. Dollar Tree Stores: Choosing a Financial Partner (2004) Case Number: UVA-ENT-0035M. (multimedia case study)
4. Saunders Karp: Striking the Proper Balance (2004) Case Number: UVA-ENT-0050M. (multimedia case study)
5. Black Entertainment Television: Creating, Building, Extending and Protecting a Brand. (2004) Case Number: UVA-S-0108M. (multimedia case study).

Online Curriculum

- 2021 Executive Online, Accelerating People of Color in Leadership program. One of 3 faculty instructors in asynchronous learning program.
https://www.linkedin.com/posts/execonline_one-partner-for-leadership-development-activity-6871158424978128896-zDW3/
- 2020 Coursera, Foundations of Diversity, and Inclusion at Work (Teachout). One of 6 faculty instructors in asynchronous learning program (11k learners as of January 2021). <https://www.coursera.org/learn/foundations-of-diversity-and-inclusion-at-work-teachout>
- 2015 Young African Leaders Initiative (YALI), *US Department of State*: Improving Your Network, Your Team, and Your Organizational Structure
<https://youngafricanleaders.state.gov/courses/workforce-collab-3/>
- 2014 Spent: Looking for Change (produced by David Guggenheim). This is a documentary about the challenges everyday Americans face in the financial services system. <https://www.youtube.com/watch?v=YAxL4TB6pmQ>
- 2014 TEDx (Charlottesville): “The Questions that Got Me into Prison”. Public speech on the US prison system and prisoner educational initiative and outreach.
https://www.youtube.com/watch?v=9t-6-IRSTOg&list=FL_QXWHb1vAIFwJb84GBvyIw&index=3
- 2014 Business Basics: Credit Card Sense with Greg Fairchild. Instructional video exploring the benefits and liabilities of various credit card behaviors for consumers.
https://www.youtube.com/watch?v=TpzCuJi7Fs&list=FL_QXWHb1vAIFwJb84GBvyIw&index=1
- 2013 Business Ethics: Presentation with Graduate Students in Skopje, Macedonia
<https://www.youtube.com/watch?v=gekZ15b69jo>
- 2012 Jefferson Innovation Summit for the Commonwealth. Facilitated discussion on Commonwealth of Virginia’s economic development with 50 leaders from government, business, and investments sectors (session in partnership with Virginia’s governor’s office). <https://www.youtube.com/watch?v=le9Xvb3acmE>
- 2011 Darden Faculty Video and Profile: My Personal and Professional Journey.
https://www.youtube.com/watch?v=Ug9oSubuScI&list=FL_QXWHb1vAIFwJb84GBvyIw&index=2

- 2011 Darden Discoveries: “From Inmates to Entrepreneurs” Video on Prisoner Educational Outreach Initiative. <https://www.youtube.com/watch?v=GD-EqJwKPU8>
- 2010 Darden Discoveries: “Role of CDFIs in Economic Revitalization” Video on research in Community Development Finance. <https://www.youtube.com/watch?v=k8YjKgu1-Uw>

Selected Presentations and Speeches

Frequent speeches to public audiences on topics relevant to racial inequality, leadership, community, prisoner recidivism and economic development.

Selected Media coverage – Research related

- Business School, Behind Bars*, by Alison Damast, Bloomberg Businessweek, 11 January 2013. <http://www.businessweek.com/articles/2013-01-11/business-school-behind-bars>
- Prisoners with an Eye for Profit Learn Lessons from Behind Bars*, by Rebecca Knight, The Financial Times, 10 December 2012. <http://www.ft.com/intl/cms/s/2/63e32410-0c94-11e2-a73c-00144feabdc0.html#axzz2YWAdZQRl>
- Tending the local entrepreneur* by Adam Palin, The Financial Times, 10 September 2012 <http://www.ft.com/intl/cms/s/2/9d14626e-e532-11e1-b758-00144feab49a.html#axzz280agGvgC>
- Top Profs: Five of the most highly rated research professors* by Delta Bradshaw, The Financial Times, 25 January 2010. <http://www.ft.com/intl/cms/s/2/bc8b4930-ffd6-11de-ad8c-00144feabdc0.html#axzz28KT0enPx>
- Aspen Institute names 2009 Faculty Pioneers, 16 September 2009, <http://www.aspeninstitute.org/news/2009/09/16/aspen-institute-names-2009-faculty-pioneers>
- Professor Fairchild Wins MacArthur Grant, 4 October 2007, <http://news.virginia.edu/node/2998?id=2998>
- Case study: How can prison inmates prepare for success?* by Gregory Fairchild, The Washington Post, 30 September 2012. http://www.washingtonpost.com/business/case-study-how-can-prison-inmates-prepare-for-success/2012/09/28/7fc5aa24-0760-11e2-a10c-fa5a255a9258_story.html
- Jefferson Innovation Summit for the Commonwealth Explores the Local Entrepreneurial Ecosystem, 14 September 2012. <http://www.darden.virginia.edu/web/Media/Darden-News-Articles/2012/Jefferson-Innovation-Summit-for-the-Commonwealth-Explores-the-Local-Entrepreneurial-Ecosystem/>
- Business as (Un)usual: Gregory Fairchild explores the value of business in low-income communities* by Melissa V. P. Rossow, The University of Virginia Magazine, Fall, 2011,

http://uvamagazine.org/university_digest/article/business_as_unusual#.UGj5IJjAeSo

Professor Fairchild to Explore the Likelihood of Prisoners Becoming Entrepreneurs

<http://www.darden.virginia.edu/web/Media/Darden-News-Articles/2011/Professor-Fairchild-to-Explore-the-Likelihood-of-Prisoners-Becoming-Entrepreneurs/>

Darden, SCPS (School of Continuing and Professional Studies) Team to Aid in Growing Businesses in Distressed Parts of Virginia by Beth Schmid, UVA Today, 6 June 2011, <http://news.virginia.edu/node/15241?id=15241>.

—Financial services for the poor. The big save. How can America serve better the millions of citizens outside the financial mainstream? *The Economist*, 24 Sept 2011 (coverage of Latino financial services research).

—The \$169 Billion Hidden Market: People without Banks. Strategy + Business. Targeting the 9 million “unbanked” households in the United States. *Strategy + Business*, August 5, 2011.

—Can Banks Lower Crime Rates (and Increase Home Values)? *Time Moneyland*, 19 July 2011, Martha C. White.

—When innovation is a risk for small businesses. *The Washington Post*, 5 February 2011.

—named one of Top 25 People in Business to Watch by *Virginia Business Magazine*. February 2011.

—2010 “five of the most highly-rated research professors” by *Financial Times*, January 25, 2010

—Race a factor in area mortgage loans by Brian McNeill, *The Daily Progress*, 07/13/2007.

—You’ve come a long way, baby by Jack Milligan, *Virginia Business*, April 2007.

—A closer look at a significant section of the economy, *Virginia Business*, February 2007.

—Gift card popularity zooms by Brian McNeill, *The Daily Progress*, 01/05/2007.

MBA Teaching responsibilities (listed alphabetically)

Strategic Management – Course Head, first-year core strategy teaching group.

Business Ethics Thru Literature, literature elective to 2nd year students

Entrepreneurial Thinking – responsible for Darden’s introductory, survey course on

entrepreneurship

Entrepreneur as Change Agent – Developed one-week intensive course focusing on the entrepreneur’s role in regional development. There are two versions of this course, one in Washington, DC; and New Orleans, LA.

Undergraduate Teaching responsibilities

Advertising for Action. Course offering to UVA undergraduate students. Focused on advertising campaign development for community-service projects. (Course was offered gratis). <http://www.virginia.edu/uvatoday/newsRelease.php?id=13680>

Editorial Boards and Reviewing.

Academy of Management Review, ad hoc reviewer 2003 – present *Academy of Management Journal*, ad hoc reviewer 2002 – present *Administrative Science Quarterly*, ad hoc reviewer 1999 – present *Entrepreneurship Theory & Practice*, ad hoc reviewer 2007 – present *Journal of Business Venturing*, Editorial Board Member 2005 -- present

Professional Associations and Service

Member, *Academy of Management*, 1994 - present.

Planning Committee, 1998-2001. *Initiative for a Competitive Inner City's National Business School Network* (NSBN).

Service to Darden and University Community

2013-2014. University of Virginia Faculty Salary Study Committee. One of 8 faculty chosen to serve on committee Commissioned by Provost Simon. The committee was charged with examining faculty salary and compensation with a goal of supplying recommendations to manage any discrepancies in salary by demography.

2008-2014. University of Virginia Thomas Jefferson Award Committee. The Thomas Jefferson Awards are the highest honors given to members of the University community who have exemplified in character, work and influence the principles and ideals of Jefferson, and thus advanced the goals for which he founded the University. Appointed by Provost Block and Simon.

Advertising for Action. Course offering to UVA undergraduate students. Focused on advertising campaign development for community-service projects. (course was offered gratis). <http://www.virginia.edu/uvatoday/newsRelease.php?id=13680>

Darden Dean's Search Committee, 2005

Faculty advisor, Darden Cold Call Chronicle, 2004 – present

Darden Academic Standards Committee, 2002 – 2004.

Multiple speeches to student organizations, including 2006 Class Gift Speaker and Darden Christian Fellowship

Speech in Richmond UVA's *Engaging the Mind* Lecture Series (forthcoming October 2006)

HBCU (Historically Black Colleges and Universities) Advisory Committee, UVA Vice Provost for Faculty Advancement's committee on building relationships with Historically Black Universities in Virginia

Invited speaker UVA's Leadership 2011, 2010, 2006, Leadership 2000 Instructor, Darden LEAD Program in Business 1996 – present Faculty sponsor, Darden Argentina GBE, 2005, 2006, 2007

Instructor, Columbia University LEAD Program in Management. 1996 -1998

Faculty sponsor, Columbia MBA West Africa Study Tour, 1998.

Fraternal Organizations

Sigma Pi Phi – Epsilon Psi Boule

Other Service

Presenter, *Renaissance Weekend*, 2006, 2004, 2002. Renaissance weekends are sponsored by the Renaissance Institute and are non-partisan retreats designed to

build linkages among innovative leaders from diverse fields, particularly those that affect national and international policy.

Treasurer, *National Down Syndrome Congress*, 2000-2003. It is the mission of the National Down Syndrome Congress to be the national advocacy organization for Down syndrome and to provide leadership in all areas of concern related to persons with Down syndrome.

Other publications (personal)

Published fiction writer, "A Grain of Sand in the Eyes," in *New Breezes Anthology*, 1993. New Breezes Anthology is a collection of African American fiction.

Media Coverage - Personal.

Choosing Naia: A Family's Journey by Mitchell Zuckoff. Beacon Press (September 2, 2003).

Multiple interviews to support book publication, including CNN American Morning with Paula Zahn; Good Morning America with Diane Sawyer, NPR's Talk of the Nation; Dateline NBC; USA Today; the New York Times.