

Tony Allen, Ph.D.
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EDUCATION

- Ph.D. 2001 Joseph R. Biden, Jr. School of Public Policy & Administration, University of Delaware
Urban Affairs and Public Policy
Devolution and Intergovernmental Decision-Making: The Delaware Welfare Reform Experience. Dissertation Chair: Margaret Wilder
- M.P.A. 1998 Austin W. Marxe School of Public and International Affairs, Baruch College (CUNY)
Nonprofit Management and Community Development
- B.A. 1993 University of Delaware
Political Science

WORK EXPERIENCE

Delaware State University, Dover DE (2020 - Present)

President

Responsibilities: Chief Executive Officer for the nation's most diverse, contemporary Historically Black College & University (HBCU), a comprehensive R2 institution with a \$140 million budget, a \$27 million research portfolio, and 900 employees in five academic colleges, serving over 5,000 undergraduates, graduate students, and adult learners in Delaware, online, and internationally in 23 countries.

Signature interim accomplishments to date:

University response to COVID-19 pandemic

- ✓ Transitioned 1,440 face-to-face courses to a digital platform.
- ✓ Created a virtual workspace for 90% of University employees to work remotely.
- ✓ Raised \$1.5 MM for a Student Emergency Relief Fund.
- ✓ Continued critical University research programs under enhanced safety protocols (one of only 5% of institutions nationwide to do so).
- ✓ Built a Fall 2020 reopening plan supported by comprehensive safety protocol including contact tracing, quarantine, and isolation, with a full testing protocol for faculty, staff and students throughout the semester.

Financial health

- ✓ Successfully advocated for \$17 MM in supplementary Federal funding, a 5% increase in the State of Delaware operating allocation, and \$7 million in new grant revenue.
- ✓ A balanced FY 20 operating budget with a \$5MM reserve.
- ✓ Enhanced capacity to increase liquidity, diversify the funding mix and improve financial controls.
- ✓ Raised \$40 million in private support from individuals and the corporate community.

The acquisition of Wesley College

- ✓ A no-cash consideration agreement that allows the University to gain a \$34 million campus with 20 buildings on 50 acres in downtown Dover, including residence halls, offices, labs, classrooms, and athletic facilities. Delaware State University will become the first HBCU to acquire a non-HBCU institution.

Enhancing the University's profile

- ✓ Posited an aggressive Engagement Strategy and the development of a comprehensive Media, Marketing, and Branding Plan.
- ✓ 130 million paid and/or earned media impressions achieved between January 1 — December 31, 2020.
- ✓ 250+ live and virtual Presidential appearances in local, regional, corporate, and national venues between January 1 — December 31, 2020, including *Forbes*, *Good Morning America*, *CNN the Today Show*, *Washington Post*, *CEO Magazine*, *New York Times*, *National Public Radio*, *JPMorgan Chase*, *Apple*, and others.

Delaware State University, Dover, DE (2017 - 2019)

Executive Vice President / Provost / Professor of Public Policy

Responsibilities: Chief Academic Officer leading a faculty of 225+ professors in five colleges and 21 academic departments, serving 5,000 undergraduate and graduate students.

Signature accomplishments:

- **Redesigned the academic colleges** via a broad-based process that included all key stakeholders in transparent, interactive decision-making, resulting in strategic decisions to create the following organization.
 - ✓ A research-intensive College of Agriculture, Science & Technology.
 - ✓ A health-themed destination College of Health and Behavioral Sciences.
 - ✓ A liberal arts core college integrating key components of General Education with Teacher Education in the College of Humanities, Education, and Social Sciences.
 - ✓ A College of Business newly re-accredited by AACSB and dedicated to reinvigorating its online and executive MBA program.
 - ✓ Consolidation of academic advising assets to deliver more consistent, student-centered services aligned with national best practices.
- **Implemented a Digital Learning Initiative** in partnership with Apple to improve student retention, persistence, and matriculation.
 - ✓ iPad and/or MacBook bundled into each incoming student's financial aid package; kept cost neutral by reducing textbook expenses with the use of digital materials.
 - ✓ Digital instructional training for all faculty with a target of digital materials as primary means of instruction in 90+% of classes by the end of 2020.
- **Replaced the Aviation Program air fleet** and set in motion plans to double the size of the program that is the nation's #1 provider of professional pilots of color.
 - ✓ Secured a \$3.4 MM seed grant from the Delaware Higher Education Economic Development Impact Fund to purchase twelve replacement aircraft during FY19/20.
 - ✓ Developed a partnership with Ameravia Aviation to purchase one additional aircraft per year through 2027, which will permit the program to double in size.

- **Created a Strategic Enrollment Management Division** that for the first time in the University's history places all front-end services for students into one seamless organization, resulting in the following:
 - ✓ Enrollment KPI target of 5,000 students achieved in 2019 (one year early).
 - ✓ 24% increase in in-State undergraduate and 23% increase in graduate enrollment in the first two years.
- **Enhanced the research portfolio by 10%**
 - ✓ Awarded \$5MM in State Land Grant matching funds by the Delaware General Assembly for the first time in history.
 - ✓ Advanced to R2 Doctoral-granting research institution status; also advanced to #6 HBCU research portfolio in the nation.
 - ✓ Enhanced research applications by largest number of faculty in University history.
- **Built new educational, governmental, community, and business partnerships** to better position the University as a broad-based leader in the region.
 - ✓ Secured the largest allocation in capital funding in the University's history in FY20.
 - ✓ \$10 MM total in additional funding from the Delaware Higher Education Economic Development Impact Fund in FY 19/20.
 - ✓ Advocated successfully for the fourth year of funding for the Inspire Scholarship, a state-sponsored scholarship for Delaware residents attending the University.
 - ✓ Developed several new Centers for Excellence designed to increase the University's impact and leverage our intellectual capital to solve real-world problems, including:
 - The Center for Neighborhood Revitalization and Research to build research capacity in distressed urban areas.
 - The Center for Global Africa to coordinate with the Organization of African States to conduct political, economic, agricultural, and climate studies of member nations.
 - The Center for Trauma Studies to develop trauma-centered treatment approaches and educate professionals throughout the State and region.

Bank of America, Wilmington, DE and Charlotte, NC (2006 -2017)

Managing Director, Corporate Reputation

Responsibilities: Created an enterprise discipline to develop and monitor programming to influential external audiences including media elites, national social justice advocacy groups, academics in areas relevant to the bank, and elected officials and their staff at federal and local levels. Discipline included ongoing reputation analysis, opinion polling, and related research. Also provided integrated communications support for the company's brand, corporate social responsibility initiatives, and local market delivery, which includes regional media relations throughout the U.S.; and managing a \$25 million public relations budget.

Accomplishment

Signature accomplishment is a year-over-year 900 basis point increase in the key performance metric for reputation in financial services, making Bank of America a leader in perception of change of among influencers since the 2009 financial crisis.

Communications Executive

Responsibilities: Senior communications and corporate affairs counsel for the Vice Chairman and Co-Heads of the Consumer Banking Division, which serves more than 50 million consumer and small business customer relationships. Led approximately 100 professional communicators and partners responsible for all internal and external communications, including executive communications, associate communications, public relations, and media strategy across North America. Previous responsibilities included the UK, Ireland, Spain, and Canada. Served as senior advisor to the Bank's public policy, corporate affairs, and consumer social responsibility groups.

Accomplishments

- ✓ Led global communications and corporate affairs strategy for Bank of America's acquisitions of MBNA Corporation and Countrywide Mortgage Company.
- ✓ Coordinated experiential product campaigns netting more than 2 billion impressions and a 50% lift in the acquisition of customer accounts.
- ✓ Led the donation of a 450,000 square-foot Bank of America to build a charter school campus designed to eliminate the achievement gap for 2,500 inner-city children in Wilmington DE.
- ✓ Built public/private partnerships with national and local organizations including the National Urban League, the National Urban Fellows, Khan Academy, and the Longwood Foundation. Projects included work on public education reform, leadership development, and financial literacy.
- ✓ Developed initial contributions strategy for Delaware nonprofit organizations and community development initiatives totaling about approximately \$5-10 MM annually.

MBNA America Bank, N.A., Wilmington, DE (2004 – 2006)

Executive Vice President

Responsibilities: Chiefly accountable for Mid-Atlantic regional call center operations headquartered in Hunt Valley, MD. Specifically responsible for managing 300 employees, managers and support staff; overseeing responses to three million customer inquiries annually; and growing \$252 million in top-line revenue and product sales annually. Previously served as General Manager for the Vice Chairman which included coordination of a \$50 million branding effort, representing the CEO in local public affairs and serving on Mid-Atlantic Regional Executive Leadership Committee.

Accomplishments

- ✓ Increased average sales by 73%.
- ✓ Awarded company-wide call quality honor.
- ✓ Implemented a value-based segmentation strategy for 50 million customers.
- ✓ Created a public relations strategy for the MBNA Foundation.

University of Delaware, Newark, DE (2003 – Present)

Senior Policy Fellow, Joseph R. Biden, Jr. School of Public Policy & Administration

Responsibilities: Joint appointment in the School's Institute of Public Administration and the Center for Community Research and Service. Responsibilities include an active research portfolio with a specific *emphasis* in K12 public education in Delaware; ongoing consult with the

University's Partnership for Public Education ; and periodic course design and instruction examining the intersection between United States (US) politics and public policy, and the resulting impact on the urban environment.

Metropolitan Wilmington Urban League, Wilmington, DE (2000 – 2004)

Founding President

Responsibilities: Advancing the organization's strategic agenda through multiracial and collaborative partnerships, action-oriented public policy research and grassroots organizing, advocacy for equity in education, minority business procurement, policing, and urban revitalization. Impacted 100,000 Delawareans. Managed \$1.5MM budget.

Accomplishments:

- ✓ Lead role in positioning the achievement gap at the center of Delaware's education reform agenda.
- ✓ Leveraged \$1.6 million in scholarships for students of color pursuing education degrees.
- ✓ Led the establishment of Delaware's first Office of Minority and Women Business Enterprise.
- ✓ Created and chaired the Racial Profiling Task Force for Delaware State Police.
- ✓ Published research on handgun violence, self-sufficiency, and the status of people of color.
- ✓ Doubled affiliate's budget and secured more than 700 members in four years.
- ✓ Raised a total of \$10 MM.
- ✓ Awarded the National Urban League's highest honor, the Whitney M. Young Award for Advancing Racial Equality.

The Honorable Joseph R. Biden, Jr., United States Senator, Wilmington, DE (1997 – 2000)

Speechwriter & Special Assistant

Responsibilities: Prepared responses to multiple constituent groups on foreign affairs, domestic violence, policing, urban affairs, affordable housing, faith-based community development, private nonprofit capacity building, and university/community partnerships; produced literature reviews and briefs to assist in legislative decision-making; and coordinated media response to Executive Office and Congressional policy.

Accomplishments:

- ✓ Penned policy speeches featured among national audiences including the National Press Club and the National Urban League.
- ✓ Annually developed federal funding workshops for 1,200 nonprofits' funding.
- ✓ Led nonprofits, universities, and state agencies to develop grant proposals for the Departments of Housing and Urban Development, Education, Justice and Commerce, and National Science Foundation. Awards totaled \$75MM.

National Urban Fellows Program, New York, NY (1996 – 1997)

Fellow

Responsibilities: Service that included rigorous academic curriculum and a nine-month apprenticeship at the William Penn Foundation in Philadelphia, PA, as a research analyst and program officer. The National Urban Fellows program is a highly competitive national program for mid-career professionals of color.

Accomplishments:

- ✓ Completed retrospective study of a \$4 million revolving loan fund project.
- ✓ Executed comprehensive assessment of leadership/technical training modules for service providers throughout the Delaware Valley.
- ✓ Conducted a \$38 million financial forecast for the City of Philadelphia family services program.

Public Allies Delaware, Wilmington, DE (1994 – 1996)

Co-Founder & Regional Director

Responsibilities included: Co-founded affiliate of a national leadership development organization. Managed \$300,000 budget fundraising at the local and national levels, and matched young adults with public and private nonprofit agencies in 10-month apprenticeships. The program has graduated 700 participants who have provided nearly 1 million hours of service to Delaware communities.

Accomplishments:

- ✓ Consolidated Public Allies with the University of Delaware to strengthen solvency.
- ✓ Initiated partnerships with Neumann College and Delaware State University to provide Public Allies graduates with undergraduate and graduate scholarships.
- ✓ 66% of the Public Allies graduates continue work in the public sector.

PUBLICATIONS

Allen, A., (2017). Much is Required in *The State of Black America*. New York: National Urban League.

Allen, A., Chambers, D. (2016). The Unspoken Variables of Success: Grace & Mercy in *The State of Black America*. New York: National Urban League

Allen, A. (Ed.) (2016). *Solutions for Delaware Schools, Volume One*. Wilmington, DE: Wilmington Education Improvement Commission. (authors, Rich, D., Institute of Public Administration, University of Delaware).

Allen, A. (Ed.) (2015). *Strengthening Wilmington Education: An Action Agenda*. Wilmington, DE: Wilmington Education Advisory Committee. (authors, Rich, D., Institute of Public Administration, University of Delaware).

Allen, A. & Smith, I. (Eds.) (2009). *A Better Delaware: A Report of the Jobs, Education and the Economy*. Wilmington, DE: Markell Gubernatorial Transition Team.

Ware, L. & Allen, A. (2002). *The Geography of Discrimination: Hypersegregation, Isolation and Fragmentation within the Black Community*. In L. Daniels (Ed.), *The State of Black America* (pp. 69 – 83). New York: National Urban League.

Allen, A. (Commissioned) (2002). *The Pace of Progress: A Comparative Analysis of Racial Disparities in Income, Employment, Education, Homeownership, Business Ownership and Involvement with the Criminal Justice System*. Wilmington, DE: Metropolitan Wilmington Urban League. (authors: Ware, L. & Rudder, D.)

Allen, A. (Commissioned) (2002). *Handgun Violence in Delaware: A Picture of the State*. Wilmington, DE: Metropolitan Wilmington Urban League. (authors: Yanich, D., Williams, K. & Brown, W.)

EDITORIALS (SELECTED)

2020, July 21. *Good Trouble: Remembering John Lewis and C. T. Vivian*. Delaware State News.

2020, May 31. *This is us ... and it is no longer acceptable*. Delaware Business Now.

2020, April 19. *Everyday heroes can be found during the Coronavirus Crisis*. Delaware State News.

2020, April 3. *Keeping Faith, Giving Back*. The News Journal.

2019, December 31. *We are Delaware State University and We Will Persist*. The News Journal.

2019, September 19. *DSU on course, engaged with stakeholders*. Delaware Business Times.

2019, January 7. *For Wilmington Schools the struggle continues. But there is reason for optimism*. The News Journal.

2018, September 19 (with West, S.) *Delaware State University's next 25 years is a vision of equality*. The News Journal.

2017, August 11. *Delaware State University bolsters its role in improving our state*. The News Journal.

2017, June 14 (with Rich, D.) *Too many children in Delaware are living in poverty*. The News Journal.

2016, May 20. (with Chambers, D.) *The Unspoken Variables of Success: Grace and Mercy*. The Huffington Post.

December 18. (with Rich, D.) *It's now or never for fixing Wilmington Schools*. The News Journal.

2015, September 13. *SAME*. The News Journal.

2015. April 3. *Wilmington school reform: Waiting is not an option*. The News Journal.

- 2014, December 28. *Time to Define Wilmington's Education Possibilities*. The News Journal.
- 2014, April 14. *When Public Service Meets Human Potential*. The News Journal.
- 2013, August 14. *Thank United Way for these Delaware programs*. The News Journal.
- 2013, March 7. *Judge Williams' work 'still matters'*. The News Journal.
- 2012, January 15. *School's closure would dishonor those who fought for justice*. The News Journal.
- 2009, December 13. *State's independent sector' needs stronger support infrastructure*. The News Journal
- 2006, September/October. *Financial powerhouses join forces: the inside story*. Delaware Business, 12(5), 6-9.
- 2003, November 23. *Praise teachers and keep pushing*. The News Journal.
- 2003, May 18. *A lesson in conviction: UD rushes to change minority program before the Supreme Court rules on affirmative action*. The News Journal.
- 2002, October. Figueroa, H. *Eliminating the achievement gap: a good business decision*. Delaware Business, pp. 11.
- 2002, August 4. (with Marchio, T., & Pika, J.) *Keep pushing to close gap: assumptions that students will fail contradict measurable progress*. The News Journal.
- 2002, September 2. (with Ware, L.) *Crack down on drug trafficking, not civil rights*. To Be Equal (syndicated column, guest columnist).
- 2002, Fall. *The pace of progress in Delaware: the jury is still out*. Delaware Lawyer, 20(3), 12-13.
- 2002, February 17. *Why worry about where children go to school when minority kids lag at every level*. The News Journal.

PRESENTATIONS (SELECTED)

- 2020, July. Keynote Speaker, *A New Normal*, JPMorgan Chase / DuPont Black Employee Resource Group
- 2020, July. Discussant, *Courageous Conversations: Let's Get Real*, Bank of America
- 2020, June. Discussant, *Creating A Door of Opportunity: An Employer's Role*, Delaware State Chamber of Commerce (Video Conference)
- 2020, February. Keynote Speaker, *W. E. B. Dubois and the Moral Purpose of Education*, JPMorgan Chase Black History Month Celebration (Wilmington, DE)

- 2019, November. Keynote Speaker, *Historically Black Colleges and Universities: A Sector or a System?* Ellucian HBCU Symposium (New Orleans, LA)
- 2019, October. Keynote Speaker, *Partnerships in Digital Instruction*, Apple Educause Conference (Cupertino, CA)
- 2018, April. Keynote Speaker, *The Oughtness that forever confronts us*, Campus-Compact Mid-Atlantic (Newark, DE)
- 2016, September. Moderator, *Since MLK: And Still I Rise*, A fireside chat with Professor Skip Gates (Charlotte, NC)
- 2016, March. Moderator, *50 Years After Selma: A Town Hall with United States Representative John Lewis and United State Senator Chris Coons* (Wilmington, DE).
- 2012, March. Keynote, *50th Anniversary Symposium*. School of Public Policy & Administration, University of Delaware (Newark, DE).
- 2010, March. Moderator, *The future of the nonprofit sector in Delaware and in the nation*. University of Delaware (Newark, DE).
- 2011, November. Keynote, *Your first few steps after graduation: Positioning yourself for early success*. EXCEL Program, Swanson School of Engineering, University of Pittsburgh (Pittsburgh, PA).
- 2008, May. Commencement Speaker, *It is not about you*. Delaware Technical and Community College (Wilmington, DE).
- 2008, November. Keynote, *Communicating through crisis*. International Association of Business Communicators (Philadelphia, PA).
- 2008, January. Invited Speaker, *Hope Commission: three year review and retrospective*. Wilmington City Council Hearing (Wilmington, DE).
- 2004, June. Keynote, *Public education reform in Delaware*. Delaware Chamber of Commerce (Wilmington, DE).
- 2004, February. Keynote, *Fifty years after Brown*. Educational Testing Service (Princeton, NJ).
- 2002, July. Discussant, *The state of Black America*. National Press Club (Washington, DC).
- 2002, March. *Intergovernmental decision-making in the Delaware welfare reform experience*. Paper presented at Annual Meeting of the Urban Affairs Association, Boston.

BOARDS AND COMMITTEES (SELECTED)

59th United States Presidential Inaugural Committee (Chief Executive Officer, 2021)
James H. Gilliam Fund for Social Justice & Equity (Principal Advisor, 2015 – Present)
The Beau Biden Foundation for the Protection of Children (2015 – Present)
Community Education Building (2012 – 2015)
University of Delaware (Trustee, Executive Committee; Chair, Student Life and Athletics, 2008 – 2017)
National Urban Fellows (Board of Directors, Chairman Emeritus, 2008 – 2019)
Bank of America (Philadelphia/Delaware Market Leadership Team, 2006 - 2017)
Laffey-McHugh Foundation (Board of Directors, 2006 – Present)
Institute for Opportunity & Equality (Board of Directors, 2001 – 2004)
Delaware Community Foundation (Board of Directors, 2001 – 2007)
St. Francis Foundation (Board of Directors, 2000 – 2008)
American Civil Liberties Union (Board of Directors, 2000 – 2004)
William T. & Mary A. McLaughlin Education Fund (Board of Directors, 1998 – 2008)
Delaware Association of Nonprofit Agencies (Board of Directors, 1998 – 2002)
Urban Affairs Association (1998 – 2002)

STATE AND LOCAL COMMISSIONS AND COUNCILS (SELECTED)

Greater Kent County Workforce Development and Education Task Force (Co-Chair, 2018 – present)
Governor-Elect John Carney Transition Team (Chair, Committee on Education, December 2015)
Wilmington Education Improvement Commission, gubernatorial appointment (Chair, 2015 – 2019)
Vice President Joseph R. Biden, Jr. Residence Foundation (2011 – Present)
Governor-Elect Jack Markell Transition Team (Co-Chair, Education, Economy, & Jobs
Committee, November 2008)
Delaware State Chamber of Commerce (Board of Governors, 2007 – Present)
Delaware Public Policy Institute (Advisory Board, 2007 - Present)
Wilmington Hope Commission (Chair, 2006 – 2011)
New Castle County Executive-Elect Chris Coons Transition Team (November 2004 – February 2005)
The Rhodes Trust (Delaware State Selection Committee, 2004 – 2006)
Governor's (DE) Task Force on Prison Reform (2004 – 2005)
Judicial Nominating Commission, State of Delaware (2001 – 2004)
Governor-Elect Ruth Ann Minner Transition Team (November 2000 – February 2001)
United States Commission on Civil Rights (Delaware Committee, 1998 –2003)

HONORS AND AWARDS

Delaware Barristers' Association Lifetime Education Award (2019)
David G. Menser Award, Wilmington Senior Center (2018)
Civic Leadership Award, Campus Compact Mid-Atlantic (2018)
The Torch Award, Middletown Alumnae Chapter of Delta Sigma Theta Sorority, Inc. (2018)
National Diversity Champion, The PR Council (2017)
Wallace Johnson Community Service Award, New Castle County Chamber of Commerce (2016)
Hispanic Hero Award, Latin American Community Center (2015)
James Gardner Lifetime Achievement Award, Common Cause of Delaware (2015)
Lifetime Achievement Award, William T. McLaughlin Foundation (2015)
William Penn High School Hall of Fame (2015)
Haskell Wyeth Award, Delaware Futures (2015)
Frank Logue Founders Award, National Urban Fellows (2012)

Delaware Citizen of the Year, Boy Scouts of Del-Mar-VA Council (2012)
Liberty Bell Award, Delaware State Bar Association (2010)
America's Leaders of Change, National Urban Fellows (2010)
Martin Luther King Next Generation Award, Metropolitan Wilmington Urban League (2010)
Thomas C. Maloney Community Service Award, Delaware Gridiron (2010)
Named in "Influential Black Leaders," Delaware Today magazine (2010)
State Farm Insurance Ujima Award for Community Leadership (2010)
Lifetime Achievement Award, Public Allies (2009)
Best Corporate Concept for Bank of America's Gift on Fifth, BizBash (2008)
Most Notable Event for Bank of America's Gift on Fifth, Event Marketer Magazine (2008)
Award of Excellence for Gift on Fifth, Public Relations Society of America's (2008)
Meritorious Service Award, Kappa Alpha Psi Fraternity, Inc. (2008, 2001, 1993, 1992)
J. Thompson Brown Award for outstanding contributions to family life in Delaware,
Children & Families First (2005)
Outstanding Alumni, University of Delaware (2004, 2001)
Named in "25 Most Influential Citizens," Delaware Today magazine (2003)
Wilmington Award, Office of the Mayor, City of Wilmington, DE (2003, 2015)
Whitney M. Young, Jr. Award for advancing racial equality, National Urban League (2003)
Marvin Sussman Award for Best Dissertation, University of Delaware (2001)
Gerald Kandler Memorial Award, American Civil Liberties Foundation (2002)
Outstanding Young Wilmingtonian, Wilmington Jaycees (2002)
Community Service Award, Delaware State Bar Association (2002)
Milton & Mary Edelstein Prize for Public Service, University of Delaware (2001)
Community Builder, National Conference of Community and Justice (2001)
Commendation, Wilmington City Council (2001, 1996)
Urban Fellowship for excellence in public administration, National Urban Fellows (1996)
Diversity in Philanthropy award, National Society of Fundraising Executives (1995)

REFERENCES

The Honorable Joseph R. Biden, Jr.

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