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Principal, Public Good Group, Washington, DC and Oakland, CA

We help communities design strategic civic collaborations for policy impact.

Congressional Modernization Portfolio, Research Faculty Lead, Georgetown University.

From 2015 to 2025, I led a program to modernize Congress's technology and data capacity to strengthen and expand its representative functions, first at the Beeck Center for Social Impact + Innovation and later at the McCourt School of Public Policy. Beginning in 2019, I supported the U.S. House Select Committee on the Modernization of Congress as part of the *Fix Congress* civil society cohort. Working alongside the institution, this group of practitioners and experts helped the committee develop and pass 202 bipartisan recommendations to renew responsive, informed, and effective democratic practices. I also created *Shape ⇒ Structure ⇒ Share*, a curriculum and roadmap that helps Americans build digital public infrastructure for U.S. democracy, supported by playbooks and multiple publications.

Resilient Democracy Coalition—Founder and Director. This group of organizations collaborated on research and implementation to help the US Congress succeed in the 21st century. Headquartered at the Beeck Center for Social Impact and Innovation at Georgetown, its founding partners were the Edward M Kennedy Institute for the Senate, Congressional Management Foundation and Voice of the People. I wrote the first scoping report for Congressional modernization with this coalition. 2015-2019.

Smart Congress Program, New America Foundation — Founder and Director (2012–2015).

I founded and directed this congressional informatics project to explore how technology and emerging transparency requirements could strengthen the U.S. Congress. The research examined technical systems, free and open-source tools, cybersecurity, internet freedom, privacy, transparency, and civic engagement. During this period, I authored *Congress' Wicked Problem*, the first white paper to identify and describe Congress's systemic information failure.

New Strategic Security Initiative, Founder and Director, Created the [Afghanistan Congressional Communications Hub](#), an online platform for accessible, consolidated information about peacebuilding and non-military engagement in Afghanistan. 2010-2012.

American Progressive Caucus Policy Foundation, Co-Founder and Director of National Security Issues

This organization informed and supported the Member-led Congressional Progressive Caucus in the House of Representatives. It is now called the Progressive Caucus Center. 2006-2010.

Real Security Initiative, The White House Project, Director Built national security platforms focused on human security and emergent threats and led communications training for women candidates across the USA. 2006-2009.

Security for a New Century Fellows Program, U.S. Congress — Founder and Director (1998–2006). I founded and directed this bicameral, bipartisan study group, which operated for 16 years and was housed primarily within the Senate Foreign Relations Committee under Senator Richard Lugar (R-IN), as well as in several Member offices. The program convened hundreds of briefings and discussions between Members of Congress, the Executive Branch, and experienced experts to examine emerging and complex global security challenges.

Senior Associate, Henry L. Stimson Center 1998-2006, a non-partisan foreign policy think tank that seeks practical steps toward peace and security.

Stanford Center on International Conflict and Negotiation, Teaching Fellow, Stanford Law School, focus on decision analysis and process design. This program was led by world renowned behavioral economists. 1994-97.

Education

Stanford University — MA International Policy Studies, 1995. This program was shared by the Business, Law, Economics, Political Science and History faculties.

Grinnell College — BA Political Science, 1988

- United States Air Force, Air Command and Staff College, 2001-2003
- Civilian Peacekeeping Training, 1994, Austrian Center for Peace Research
- Mediation Certification, 1991, Multnomah County Court, Portland, Oregon
- Thomas J. Watson Fellow- Women's Involvement in Arms Control and Disarmament in Eastern and Western Europe, 1988-89

Publications

My articles have appeared in the Atlantic, [Reboot Democracy](#), [The Conversation](#), TechCrunch, [Tech Policy Press](#), The Hill, Roll Call, Christian Science Monitor, Reuters, Defense News, Huffingtonpost, Washington Post, Slate, Tech Policy Press and Boston Globe. I have written

curriculum, guidebooks, and am the co-author of two books: “Policy Matters: Educating Congress on Peace and Security” and “A Woman’s Guide to Talking About War and Peace.”