

GRETCHEN VAN VLIET

Summary of Professional Experience

Gretchen Van Vliet, a senior public health project director at RTI International, has more than 20 years of experience in public health, global health, and education programs, research, administration, management, and communications. She is skilled at facilitating and coordinating complex, interdisciplinary research projects and programs in public health and higher education. She has a particular focus on global health, including HIV and other infectious diseases, maternal and child health, noncommunicable diseases, workforce development, and health communication. She is a strategic thinker and planner, leading cross-organizational initiatives in nonprofits and academia and is adept at stakeholder engagement, client management, and facilitating change management. Ms. Van Vliet has served as a unit leader, business development director, project director, lead trainer, task lead, curriculum developer, project coordinator, instructor, manager, scientific writer, and editor. She is a highly experienced grant writer with a strong track record of success. She has strong leadership and management abilities that lead to the successful development and implementation of health and education programs.

Education

MPH, Public Health Leadership, University of North Carolina at Chapel Hill, Chapel Hill, NC, 2006.

Practicum: Led stakeholder engagement efforts with North Carolina county health departments for the CDC-funded UNC Center for Public Health Genomics.

MA, School of Journalism and Mass Communication, University of North Carolina at Chapel Hill, Chapel Hill, NC, candidate, 1994. International communication with emphasis on communicating women's health issues in developing countries; focus on sub-Saharan Africa. *All work completed for MA degree except for thesis defense.*

BA, Communications/Mass Media, minor in French, Denison University, Granville, OH, 1991.

Certifications and Licenses

Certificate in Nonprofit Management, Duke University, 2003

Professional Experience

2016 to date RTI International, Research Triangle Park, NC.

Senior Public Health Project Director. Works in the Center for Applied Public Health Research in the Biostatistics and Epidemiology Division, focused on international and domestic projects in global health and public health workforce development, with clients including the Centers for Disease Control and Prevention (CDC), the U.S. Agency for International Development (USAID), the National Institutes of Health (NIH), foundations, and the private sector. Works with leadership on business development, management, and strategic initiatives. Leads a 3-year strategic initiative focused on global public health security, addressing issues related to country disease surveillance systems and public

health workforce development, emergency preparedness, and antimicrobial resistance. Technical focal topics include infectious diseases (including emerging diseases and HIV/AIDS), noncommunicable diseases, maternal and child health, and public health workforce development. Represent RTI on the Steering Committee for the Global Health Security Agenda Consortium. Member of the Steering Committee for the RTI-UNC Gillings School of Global Public Health IMPACT Initiative (Initiative to Maximize Partnerships and Catalyze Teamwork). Tasked with building cross-RTI collaborations with the International Development Group. Selected to be part of the Strategic Talent Development Program in 2018.

2011 to 2016

FHI 360, Durham, NC.

Director, Business Development, Global Health, Population and Nutrition (GHPN) (2015 to 2016). Led GHPN business development team to identify and pursue strategic funding opportunities from USAID, NIH, CDC, the U.S. Department of Health and Human Services (HHS), the Bill & Melinda Gates Foundation, and other corporate and foundation funders. Led capture efforts for priority bids in nutrition; family planning; HIV; water, sanitation, and hygiene; and research. Led multisectoral and cross-organizational teams to identify positioning and planning activities for upcoming opportunities, including Feed the Future; reproductive, maternal, newborn, and child health; orphans and vulnerable children; nutrition; and other priority technical areas. Developed and maintained relationships with partners and funders, including negotiating scopes of work. Led and contributed to the analysis of business information, including win rates, funders, and technical sectors. Developed systems and training for capture, proposal development, and capacity building for GHPN. Represented the business unit at conferences and meetings. Represented FHI 360 on the Program Committee for the Triangle Global Health Consortium.

Director, Business Development, Business Planning and Proposals (2012 to 2015). Directed business development activities for the Business Planning and Proposals unit at FHI 360, located in Durham, NC, and Washington, DC. Contributed to the strategic analysis of new business opportunities across multiple sectors, domestically and internationally, including in health (research and program implementation on HIV, nutrition, maternal and child health, health systems strengthening), education, civil society, environment, and economic development. Led efforts on positioning with partners and funders, including NIH, CDC, USAID, HHS, the U.S. Department of Education, foundations, and corporations. Provided leadership and coordination in developing country, regional, and technical business plans in close association with U.S. and internationally based technical staff. Led efforts to transform and integrate business development activities across FHI 360, with more than 4,000 employees and annual revenue of approximately \$650 million. Managed a team of business development professionals to submit more than 500 proposals annually, valued at more than \$1 billion. Directed a team of 25 staff members.

Associate Director, Business Development, Business Planning and Proposals (2011 to 2012). Directed the proposal development team in FHI 360's Durham, NC, office, jointly overseeing operations and management for all proposal development activities across the organization. Led efforts to integrate business development activities, policies, and processes across legacy FHI and AED. Negotiated partnerships and communicated with U.S. government and other

private sector and foundation funders. Worked with researchers and departments on their strategic funding pipeline. Initiated and co-chaired a research strategy working group to strengthen the research enterprise of the organization, including developing strategic approaches to expand funding from NIH and CDC. Managed a team of six business development professionals.

1999 to date

Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC.

Adjunct Assistant Professor, Public Health Leadership Program (2008 to date). Serves on the faculty of the Public Health Leadership Program, advising students pursuing master's degrees and graduate certificates. Writes questions for and grades comprehensive exams. Taught a graduate-level, online public health course, PUBH 711: Critical Issues in Global Health (fall 2016). Co-taught a university-wide course, PUBH 510: Interdisciplinary Perspectives in Global Health (2008 to 2010) with more than 60 students each fall. Conducted student evaluations and incorporated feedback to improve the course each year. Directed development of an online global health certificate for health care professionals; the first cohort enrolled in 2010. Serves as a guest lecturer in global health courses for graduate students.

Director, Office of Global Health (2007 to 2011); Deputy Director, Office of Global Health (2003 to 2007). Directed school-wide unit, serving eight departments and programs, working closely with faculty, staff, and students from across the school and university to develop and implement programs, curricula, and research projects in global health. In partnership with the Associate Dean for Global Health, led or facilitated activities within the school, university, and globally, including strategic planning, program development and implementation, curriculum development, communication, fundraising, teaching, and administration. Developed and wrote grant proposals to U.S. government agencies and foundations, including NIH, USAID, the GlaxoSmithKline Foundation, and the Institute for International Education, totaling \$6.3 million. Served as project director for six grants awarded by the NIH Fogarty International Center, the GlaxoSmithKline Foundation, ChildFund International, and UNC General Administration. Developed and directed a faculty research grant program, and served on the selection committee, administering awards totaling more than \$150,000 to 32 faculty; more than \$1.7 million in faculty-led, external dollars were generated. Directed residential Graduate Certificate in Global Health with 164 students earning the certificate between 2004 and 2011. Guided development of and administered multiple educational programs, including the FHI-UNC Public Health Fellowship Program and summer graduate educational program in Malawi. Oversaw day-to-day operations of the office including workflow, staff management, and budget planning and oversight (more than \$500,000 annual budget).

Institutional Review Board (IRB) Coordinator, Office of Human Research Ethics (2002 to 2003). Co-administered the Public Health IRB, screening, reviewing and evaluating new, modified, and renewed protocols for human subjects' research to ensure that protocols followed ethical standards for research. Communicated, in conjunction with IRB chair, necessary changes to principal investigators. Served as a member of a university-wide IRB policies committee to develop standard operating procedures to address federal regulations.

Research Associate, Office of Research (1999 to 2005). Worked with Dr. Steve Zeisel to establish and lead the Office of Research, working closely with eight academic departments and programs. Worked with faculty and staff across the school and university on research strategy and policies, facilitating and writing large, multidisciplinary grants, and tracking the research enterprise of the school. Facilitated and wrote multidisciplinary grants to CDC, NIH, and the Howard Hughes Medical Institute totaling \$14 million; three federal grants were funded for more than \$6.5 million, including the NIH-funded Clinical Nutrition Research Center grant. Managed the SPH Research Council and a grant writing workshop for junior faculty. Developed evaluative metrics for faculty research; guided creation of faculty research database. Wrote policy reports for institutional research efforts on public health, grant development support, overhead and faculty startup funding, space allocation; provided writing and editing services to faculty for grants and journal manuscripts.

1998 to 1999

Eli Research, Inc., Durham, NC

Assistant Editor. Researched and wrote articles for a bimonthly health care industry newsletter for the rehabilitation industry. Analyzed federal health policy, business and finance, practice outcomes, and legislative actions to write articles to update subscribers on the state of the industry.

1998

NC Area Health Education Center (AHEC), School of Medicine, University of North Carolina at Chapel Hill, Chapel Hill, NC.

Information and Communication Specialist. Coordinated communications outreach work and the writing, editing, and production of all publications for a UNC-based, statewide health education organization. Served as writer and editor of a statewide, quarterly newsletter; wrote and placed press releases. Served as consultant to nine AHECs in North Carolina on writing, editing, and publication projects

1992 to 1998

Mathematics and Science Education Network (MSEN), University of North Carolina at Chapel Hill, Chapel Hill, NC.

Information and Communications Specialist (1995 to 1998). As the information specialist for a UNC-based, statewide K–12 mathematics and science education organization, served as editor of and writer for a tri-annual, statewide newsletter; updated and maintained 20,000-person database. Wrote federal and private grants, issue papers, and press releases related to mathematics and science education. Developed social marketing programs promoting MSEN to policymakers and teachers.

Graduate Assistant (1992 to 1995). Wrote articles for a math and science education newsletter. Provided graphic design services to develop the newsletter and supporting brochures.

Selected Project Experience

CDC Global Health Security Implementation Research, Evaluation and Support (2019) – *Task Lead*. Lead a team of three to conduct a comprehensive literature review analyzing how noncommunicable diseases (NCDs) and NCD risk factors such as obesity and smoking are relevant to emerging infectious

diseases, and how the Global Health Security Agenda Action Packages could be leveraged to address NCD prevention and control measures. Activities include conducting comprehensive literature search in PubMed and university online database, identifying relevant articles, cataloguing the articles and their abstracts with primary and secondary themes, and producing a narrative summary of the key findings.

Global Health Security Strategic Initiative (2017-current) – *Project Director*. Lead a team to position RTI to more competitively win new work in global health security, focused on preventing, detecting and responding to emerging infectious disease outbreaks. Working through three workstreams focused on business development, research utilization and scientific stature, manages the project workflow, leads client engagement, facilitates cross-Institute strategic planning, develops marketing materials, contributes to scientific papers, engages and manages graduate student interns, and manages the budget and level of effort for this 3-year, \$650k initiative. Represents RTI on the Global Health Security Agenda Consortium Steering Committee and the Global Health Council Global Health Security Roundtable. Received the 2019 Outstanding Mentor Award.

IMPACT: Initiative to Maximize Partnerships and Catalyze Teamwork (2017-current) – *Steering Committee Member, Business Development Advisor*. The IMPACT Initiative is a partnership between RTI and the UNC Gillings School of Global Public Health intended to increase collaboration, meet the needs of researchers, staff and students at both institutions, and to have an even greater impact on our work in public health. The IMPACT Steering Committee developed a strategic partnership plan for RTI and the Gillings School, including establishing a new seed fund designed to develop deep research expertise in environment and health technical areas through collaboration between staff and faculty at RTI and the Gillings School. The Steering Committee made three awards in Fall, 2018 with grants up to \$250,000 per project. The Steering Committee selected three research projects to fund: “Children’s Environmental Solutions Study (CHESS); Toxicity of Complex Aerosols from Wood Burning Cook Stoves; and Surveillance, Modeling, Analytics, and Risk Assessment Tool for Evidence-Responsive Antimicrobial Resistance Management (SMARTER-AMR). Serves as the business development advisor to each of the award teams, working with them to advise on pipeline planning, client engagement, and positioning for future externally funded awards.

Control and Elimination of Neglected Tropical Diseases (2017-2018) – *Proposal Leader, Capture Team Member*. Served as the proposal leader for the successful competitive rebid of the USAID, \$300m proposal for the neglected tropical diseases ENVISION program titled Act to End NTDS | East. Lead diverse proposal team comprised of technical experts and representatives from contracts, sourcing, pricing, and business and proposal development in all aspects of the live proposal, including project design, writing assignments, technical inputs, partnership negotiations, editing, budget inputs, and development of a \$30m cost share plan. Successfully led the team during the 2-week question and answer period with USAID, including responding to written questions, giving an oral presentation to the client, and submitting a fully revised technical and budget proposal. Was responsible for ensuring the team stayed on schedule and had a positive team dynamic leading to the successful conclusion of a winning proposal. Also served as a member of the Capture Team prior to RFA release. The proposal team was selected to receive the highly prized RTI President’s Award.

Global Noncommunicable Diseases (NCD) Initiative (2017-current) – *Business Development Advisor, Task Lead*. Serve as a business development advisor to the leadership team of the RTI Global NCD Initiative. Developed a comprehensive business development plan to guide strategic efforts to grow the NCD portfolio; participated in and contributed to two strategic planning retreats; and, provide ongoing business development insights and guidance to the leadership team as requested. Led a landscape assessment and authored a policy white paper on integrating NCDs into the Kenya national health system, including developing a set of recommendations to meet country NCD targets.

Development of Online Graduate Certificate in Global Health (2009 to 2011, 2016)—*Project Director, Lead Instructor*. Led initiative to develop a new online graduate certificate in global health at the UNC

Gillings School of Global Public Health, working with a stakeholder group to develop the vision for the program. Worked closely with faculty to develop the new global health courses, including identifying and developing content, online format, assignments, and lectures. The certificate consists of three online global health courses: Critical Issues in Global Health, Global Health Ethics, and Monitoring and Evaluation of Global Health Programs. Served as instructor for the Critical Issues in Global Health online course as part of the graduate program.

Business Development Training for FHI 360 Country Office Staff (2012 to 2015)—*Project Director and Lead Trainer*. Developed training materials and led in-person training in multiple country offices in Asia and Africa focused on business development, including capture and client management. Worked with country office staff to review business development pipelines and identify priorities for growth.

Acquisition and Implementation of Business Development Information System for FHI 360 (2013 to 2015)—*Co-Director*. Jointly led a team of IT experts and business development and technical professionals to acquire and implement a new information management system to manage all business development information for FHI 360. Activities included requirements gathering, system acquisition, system modification, and implementation of the Deltek GovWin system. Led the development of communication and training materials and led the rollout of the new system across the organization. Directed a team to transition a knowledge management system from Sharepoint 2010 to Sharepoint 2016, including creating new system architecture, transitioning thousands of archival pages and documents, and developing new knowledge management systems for business development information.

Integrating Business Development Practices between FHI and AED (2011 to 2012)—*Project Director*. FHI acquired AED in July 2011 to become FHI 360. There was a need to integrate the two business development processes and practices to identify a new approach for business development at FHI 360. Led a 9-month project with eight working group members from across the organization to develop a new business development approach, including monthly working group meetings, creation of a new business development framework, and developing and writing a detailed process guide for business development (including capture, client management, technical, and budget development). Developed communication materials and related training guides to implement the new system. Led the rollout and training of the system to all levels of the organization.

FHI 360 Research Strategy Working Group (2011)—*Co-Chair and Project Director*. Led a working group to strengthen the research enterprise at FHI 360, including identifying and engaging working group members, identifying strategies for specific research funders, developing a peer-review system, and developing a mentoring training program to improve research business development success. Led rollout of recommendations in the United States, Thailand, and Vietnam.

Globalizing the Core Curriculum at the Gillings School of Global Public Health (2009 to 2010)—*Project Director*. With funding from the UNC General Administration, led an initiative to add global health content to the required core public health courses for all undergraduate and graduate public health students. Working with the course instructors for each core course, helped identify content and assignments to infuse a global focus to the core courses.

UNC-Malawi Summer Institute Program (2008 to 2010)—*Project Coordinator, Co-Instructor*. As part of the UNC Framework Program in Global Health, established a summer training institute for UNC graduate students to participate in short courses and internships in Malawi. Led the development of the program, including a Chichewa language course for students accepted into the program. Coordinated all aspects of the program, including program development, student recruitment, in-country travel, and internship placement.

Faculty Research Partnership Grant Program (2005 to 2010)—*Project Director*. Developed and directed a faculty research grant program at UNC-Chapel Hill. Led the development of the program,

served as project director, led and participated in the grant selection committee, managed the budget, and administered faculty awards totaling more than \$150,000 to 32 faculty members, which resulted in an additional \$1.7 million in faculty-led, external dollars.

UNC Framework Program for Global Health (2004 to 2010)—*Co-Investigator, Project Director, Instructor, Curriculum Developer*. The NIH Fogarty-funded Framework Program in Global Health at UNC-Chapel Hill expanded global health teaching and research across the UNC campus, including implementation of the Malawi-Carolina Summer Institute, a Chichewa Language and Malawi Culture workshop, a Faculty Research Partnership Grant Program, and a university-wide course in global health, as well as expansion of the Graduate Certificate in Global Health, a comprehensive global health website, support for student travel, and establishment of a fully online Graduate Certificate in Global Health. Directed efforts across the program, including developing the Summer Institute program, managing the Grant Program, co-teaching courses, managing staff, and overseeing the budget.

Academic Experience

Appointments

Adjunct Assistant Professor, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC, 2008 to date.

Teaching Experience

- 2016 University of North Carolina at Chapel Hill, Gillings School of Global Public Health, Public Health Leadership Program, Chapel Hill, NC.
- Lead Instructor. Taught online graduate course in global health (Critical Issues in Global Health, PUBH 711).
- 2009 to 2010 University of North Carolina at Chapel Hill, Gillings School of Global Public Health, Public Health Leadership Program, Chapel Hill, NC.
- Co-Instructor. Co-taught graduate course in global health. (Interdisciplinary Perspectives in Global Health, PUBH 510).

Service to the Gillings School of Global Public Health

- Reader, comprehensive exams for master's degree students in the Public Health Leadership Program, 2010 to date
- Guest lecturer, Interdisciplinary Perspectives in Global Health (PUBH 510), 2011 to 2014
- Member, Global Health Advisory Committee, 2003 to 2012
- Member, Diversity and Inclusion Task Force, 2010 to 2011
- Team Captain, State Employees Combined Campaign, 2010
- Member, UNC Global Travel Task Force, 2009 to 2010
- Member, Web Council, 2009 to 2010
- Member, School of Public Health Ad Hoc Committee on Pandemic Influenza Preparedness, 2006 to 2007

Honors and Awards

Outstanding Mentor Award, RTI, 2019

RTI President's Award for leading proposal team to successfully win a \$300 million USAID award for neglected tropical diseases, 2018
Emerging Leader nomination, FHI 360, 2012, 2014
Peabody International Academic Scholarship, Denison University, 1991
Dean's List, Denison University, 1988 to 1991

Professional Associations

Global Health Security Agenda Consortium, 2017 to date (member, Steering Committee, 2017 to date)
Triangle Global Health Consortium, 2008 to date (Member, Board Membership Committee, 2019 to date; Member, Program Development Committee, 2013 to 2017; Co-Chair, Professional Development & Engagement Committee, 2008 to 2012)
International AIDS Society, 2012 to 2015, 2018
Global Health Council, 2004 to 2012, 2017 to date
American Public Health Association, 2011 to 2015
UNC Association for Women Faculty and Professionals, 2009 to 2011

Special Courses

People Management, RTI, June 2019
Introduction to Quality, RTI, June 2018
Brand Ambassador Training, RTI, September 2017
Project Management Strategies and Core Skills, RTI, July 2017
Persuasive Writing, RTI, January 2017
Train the Trainer: Learning Principles, FHI 360, July 2014
Capturing Federal Business and Positioning to Win, Shipley and Associates, January 2014
Leadership Training Series: Leading Others, Change Leadership, FHI 360, September 2011

Languages

French (basic: speaking and writing, intermediate: reading)

Country Experience

Short-term: China, Ethiopia, Kenya, Malawi, Senegal, South Africa, Thailand, Vietnam
Long-term: France

Peer-Reviewed Journal Articles

Bentley, M., & Van Vliet, G. (2010). Global health is (local) public health. *North Carolina Medical Journal*, 71(5), 448–451.

Madrazo, G., & Van Vliet, G. (1996). Past, present and future: Mathematics and science education through a statewide network. *Issues in Science Education*. Arlington, VA: National Science Teachers Association.

Other Papers

Van Vliet, G. (2006). *A partnership for global health: Expanding curriculum and research in global health at the University of North Carolina at Chapel Hill*. Unpublished master's thesis, University of North Carolina at Chapel Hill.

Presentations and Proceedings

Van Vliet, G, Guerrier, S, & Jaff, D. (2018, October). UNC Gillings' School of Global Public Health Alumni Speaker Series: *Global is Local and Local is Global*. Chapel Hill, NC

Fuamba Ngoyi, B., Stolka, K., Hemingway-Foday, J. J., Grimes, K. E. L., MacDonald, P. D. M., Tunda, C., Van Vliet, G. (2017, October). *Recommendations from the 2017 Ebola outbreak response in Likati health zone, the Democratic Republic of Congo*. Poster session presented at 4th Annual Global Health Security Agenda High-Level Ministerial Meeting, Kampala, Uganda.

Van Vliet, G., Reynolds, C., Venczel, L., Ribeiro, S., & Brough, R. (2017, October). *Informing the Global Health Security Agenda (GHSA) 2.0: Analysis to action*. Panel discussion at 4th Annual Global Health Security Agenda High-Level Ministerial Meeting, Kampala, Uganda.

Fried, B., Bentley, M., & Van Vliet, G. (2010, November). *Globalizing the core curricula in the UNC Gillings School of Global Public Health*. Poster presented at the American Public Health Association 138th Annual Meeting, Denver, CO.

Ramaswamy, R., Pavlica, H., & Van Vliet, G. (2010, November). *Development of an online global health certificate for healthcare professionals*. Paper presented at the American Public Health Association 138th Annual Meeting, Denver, CO.

Van Vliet, G., Fried, B., Bentley, M. E., Park, M., & Purcell, P. (2009, September). *Globalizing the core curricula in the UNC Gillings School of Global Public Health*. Poster session presented at Consortium of Universities for Global Health, 1st Annual Conference, Bethesda, MD.
