



Zainab Howard

Departmental Analyst, Transition Analyst

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STRENGTHS

- 📁 **Grant Records**
Organized award files, correspondence, and evidence during municipal work. Colleagues could find needed records without repeated searching.
- 📊 **Program Analysis**
Built evaluation matrices and reviewed sample projects. A faculty team used findings to focus discussion on delays and participant needs.
- 👥 **Stakeholder Outreach**
Prepared interviews, meetings, and follow up materials for public and private partners. Conversations produced clearer next steps.
- 📍 **Field Research**
Supported site visit planning and captured structured observations. Notes helped connect community needs with program decisions.
- ♥ **Clear Reporting**
Turned source records and research findings into concise updates. Supervisors gained practical visibility into progress and open questions.

SKILLS

Grant implementation
Grant compliance
Program evaluation
Research and analysis
Stakeholder outreach Field visits
Sub grantee records
Status reporting
Economic transition programs
Supplier conversion programs

SUMMARY

Early career transition program analyst with two years of combined graduate research, grant focused academic work, and public sector internship experience. Supports economic transition initiatives through **program evaluation**, **stakeholder outreach**, field visit preparation, organized **sub grantee records**, and compliance documentation. Research work includes supplier transition programs, regional **economic development**, evidence libraries, evaluation matrices, interview guides, qualitative coding, and status summaries. Public service experience includes grant correspondence, project files, milestone tracking, site visit notes, eligibility research, and follow up coordination with businesses, nonprofits, and government contacts. Michigan based and prepared for remote administrative work with regular statewide travel. Brings clear writing, careful analysis, dependable records management, and a service focused approach that can support accountable program delivery and meaningful outcomes for communities.

EDUCATION

Master of Public Administration in Economic and Community Development

Western Michigan University 🎓 GPA: 4.0 📅 2027 📍 Kalamazoo, MI

***Coursework:** Program evaluation, public budgeting, economic development, policy analysis*

Bachelor of Arts in Public Policy

Michigan State University 🎓 GPA: 4.0 📅 2025 📍 East Lansing, MI

***Coursework:** Public administration, policy research, quantitative methods, government relations*

TECHNICAL SKILLS

- **Grant Administration:** Grant implementation, grant compliance, award records
- **Program Evaluation:** Evaluation frameworks, assessment matrices, outcome review
- **Research Methods:** Qualitative research, quantitative research, literature review
- **Data Analysis:** Data coding, milestone analysis, evidence synthesis
- **Documentation Systems:** Sub grantee records, source notes, file structures
- **Reporting Tools:** Status reports, progress summaries, compliance reports
- **Stakeholder Engagement:** Stakeholder interviews, public outreach, partner coordination
- **Field Operations:** Site visits, field notes, travel planning
- **Public Sector Programs:** Economic development, community development, government programs
- **Federal Grants:** U.S. Department of Energy, federal funding, grant period
- **Planning Methods:** Program planning, implementation planning, development planning
- **Office Applications:** Microsoft Word, Microsoft Excel, Microsoft PowerPoint

EXPERIENCE

Graduate Research Assistant, Economic Transition Programs

University Research Lab 📅 September 2025 - Present 📍 Kalamazoo, MI

Support faculty supervised research on supplier transition and regional economic development programs. Maintain evidence libraries, evaluation materials, stakeholder research, field visit preparation, and traceable project documentation for public funding analysis.

- Built evidence libraries for **supplier transition research**, improving source traceability during faculty review.
- Created evaluation matrices comparing objectives, activities, participant needs, and documented outcomes across funding initiatives.
- Prepared interview guides and coded stakeholder conversations, surfacing themes for concise research briefs.

Public sector programs

Qualitative analysis

Quantitative analysis Planning

Documentation management

LANGUAGES

English Native

Spanish Intermediate

MY CAREER



● Graduate Research Assistant, Economic Transition Programs at University Research Lab (1.1 Years)

● Program Evaluation Analyst, Supplier Conversion Grant Study at Capstone Project (7 Months)

● Program Support Intern, Community Development at Public Service Internship (6 Months)

- Maintained project records and source notes, giving reviewers a clear path from findings to evidence.
- Drafted status summaries covering progress, observations, open questions, and follow up actions for partners.
- Prepared **Michigan** field visit materials, documentation checklists, and post visit notes for research teams.

Program Evaluation Analyst, Supplier Conversion Grant Study

Capstone Project 📅 January 2025 - August 2025 📍 Kalamazoo, MI

Developed a supervised evaluation study for a simulated **federally funded** supplier conversion program. Applied grant administration, compliance review, stakeholder **planning**, and data analysis methods to demonstrate disciplined program implementation.

- Designed an evaluation framework for a simulated **supplier conversion** grant, linking activities with intended outcomes.
- Created sub grantee file structures and compliance checklists, making sample award records easier to review.
- Analyzed 48 sample projects, identifying delayed milestones, implementation patterns, and technical assistance needs.
- Developed outreach plans for funded **businesses**, economic development partners, and public **agencies**.
- Produced a mock federal status report with activities, evidence sources, issues, and follow up actions.
- Presented recommendations connecting field observations and organized records with stronger program design decisions.

Program Support Intern, Community Development

Public Service Internship 📅 June 2024 - December 2024 📍 Lansing, MI

Supported municipal community development staff with grant records, local business research, project tracking, stakeholder coordination, site visit notes, and internal reporting. Helped preserve reliable documentation for timely public service decisions.

- Organized grant correspondence, project files, meeting records, and supporting documents for municipal review.
- Researched business support initiatives, summarizing eligibility, implementation approaches, and reported outcomes.
- Built project trackers covering milestones, documentation gaps, stakeholder questions, and follow up actions.
- Joined stakeholder meetings and site visits, recording structured notes on progress, needs, and risks.
- Drafted internal updates from source records and meeting notes, preserving links to supporting evidence.
- Coordinated schedules and follow up materials for business, nonprofit, and government contacts.

PROJECTS

Michigan Supplier Transition Evaluation 📅 2026

Worked with faculty and research peers to organize supplier transition evidence, compare program outcomes, and prepare field visit materials. Shared findings in clear formats that supported thoughtful review and practical program planning.

Federal Grant Compliance Study 📅 2025

Collaborated with classmates on a simulated grant evaluation, creating sub grantee files, reviewing sample evidence, analyzing milestone data, and presenting recommendations for accountable implementation.

LEADERSHIP & AWARDS

- Graduate Research Fellowship, Western Michigan University, 2026
- Public Service Capstone Recognition, 2025
- Dean's List, Michigan State University, 2024

CERTIFICATIONS

- Program Evaluation Basics 📅 2025
- Grant Writing and Management Foundations 📅 2026

PROFESSIONAL AFFILIATIONS

- Graduate Student Public Service Association, Program Committee Member
- Community Research Peer Mentor, Western Michigan University

ADDITIONAL INFORMATION

Work Status : Authorized to work in United States. No sponsorship required.

REFERENCES

AVAILABLE ON REQUEST