

waynercurtis

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I have proven leadership skills in addressing change and organizational management issues. My background in quickly analyzing key business drivers and developing strategies to grow bottom-line performance is well established. My experiences, in the practitioner and now academic venues, are focused on strategic approaches that drive productivity, processes, client care, and meaningful outcomes. Over the years, I have been given the opportunity to take on underperforming operations, and quickly identify and implement lasting solutions while identifying new opportunities without compromising integrity or efficiencies.

Experience

Curtis Concepts, LLC

Managing Partner, **December 2007-**

- Structured the State Small Business Credit Initiative at U.S. Department of Treasury
- Provided analytics for Federal Deposit Insurance Corporation bank seizure program
- Board Member, Cenlar Capital Corporation, a leader in mortgage subservicing
- Adjunct Professor, Business Division, University of the District of Columbia
- Adjunct Professor, Business Division, Northern Virginia Community College
- Adjunct Professor, Community and Economic Development, Southern New Hampshire University

University of the District of Columbia, June 2008-

- Adjunct Professor at the School of Business and Public Administration
 - Sustainability Finance
 - Entrepreneurship
 - Introduction to Business
- Project Specialist at the College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES)
 - **August 2013 –March 2015**
 - Green jobs fact sheets
 - Urban Sustainability workshops and training
 - Social entrepreneurship training

Fannie Mae

Vice President, **1992-2007**

- Lead the Housing and Community Development, Acquisition and Construction Finance group
- Grew annual Public Finance purchases from \$1.2 billion to \$6 billion per year
- Developed first debt product for Public Housing Capitalization Program
- Grew CDFI business from \$6 million to over \$200 million



- Expanded Housing Impact Fund Portfolio from less than \$12 million to over \$500 million
- Led the regional public affairs and government relations for Fannie Mae's Northeast Region
- Financed lead equity into the Community Development Trust
- As an officer with Fannie Mae from 1996 to 2007, duties included creating and implementing several innovative financing vehicles for primarily urban markets. Responsibilities also included managing a portfolio of over \$20 billion of public entity financings, including bonds and inclusive of short term structured financial instruments.
- Began Fannie Mae career as a Director of Public Relations and Government Affairs for the ten-state Northeast Region of the country, and was quickly promoted to management
- As Managing Director, led American Communities Fund responsible for debt and equity investments
- Also, managed bond acquisitions for the company's tax exempt and taxable bond portfolio for state and local housing finance authorities. In addition, was also responsible for developing and implementing new products focusing on public sector customers, specifically Public Housing Authorities
- Created, managed and restructured an Acquisitions, Development and Construction product and team
- Completely revamped the business processes to meet regulatory, OFHEO and Sarbanes Oxley compliance

Chemical Bank and Manufacturers Hanover

Assistant Vice President, **1988 - 1992**

- Investment Banking – National Accounts
- Developed a creative 90-day note funding program for Allegheny County, PA
- Responsible for analytics on structured deals – infrastructure and hospitals

City of Philadelphia **1984-1988**

Deputy Executive Director Redevelopment Authority and Senior Analyst Public Finance

- Led the strategic Port Authority plan in Philadelphia

New York City Economic Development – Financial Services Corporation **1982-1984**

- Developed and implemented creative financing initiatives to retain businesses within New York City
- Developed comprehensive community development programs fully engaging the community
- Executive Director Bureau of Relocation Services
- Director, Relocation Assistance Program



Prepac, Inc 1981-1982

Vice President Marketing and Business Development

- Manufacture of plastic point of purchase items
- Responsible for manufacturing operations of custom items

SofStats, Inc. 1981-1982

President, CEO, and Principal

- Start-up software driven technology company
- In charge of operations and international marketing
- First widely marketed digitized multiplex communications device

City of New York Parks Department 1978-1981

Executive Director of Urban Park Rangers

- Created the first City based Urban Park Ranger Program
- Responsible for the total program development design and implementation
- Recruited and trained over 110 Urban Park Rangers

Skills

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|----------------------------|--------------------------------|
| • Proven leadership skills | Structured finance expert |
| • Very adaptable partner | Excellent communication skills |
| • Team builder | Solid research skills |
| • Risk taker | Civically engaged |
| • Negotiation | Policy Analysis |

Education

Antioch University March 2013 PhD in Leadership and Change

- Dissertation: Social Entrepreneurship and Wealth-Building Plans: Creative Strategies for Working Class Americans

Columbia University June 1989 Masters of Science, Urban Planning

Master's Thesis: Public Finance as an Effective Economic Development Tool

Harvard University June 1976 Bachelor of Arts

IC4A Two-mile relay champions - 1976

Other

- Board Member since 2001, Children's Law Center
- Board Member, William James Foundation
- Advisory Board Member, National Cancer Research Foundation
- Member of the DC State Rehabilitation Council



- Board Chair, Metropolitan AME Church Endowment
- Member , Risk Management Association
- District of Columbia's State Rehabilitation Commission

Technology: Microsoft applications, NVIVO, various research databases

Noteworthy Research

Case Study of The Children's Law Center

An Overview of the Theory of Leadership

A Strategic Plan for Organizational Change for the Children's Law Center

How does empowerment and hope translate into effective leadership for addressing future change?

Critical methods review - Social Entrepreneurship

Public Speaking

I have been a presenter or keynote speaker over the past several years for the following organizations and events:

Domestic

The National Conference of State Housing Officials

The National Association of Local Housing Officials

Americas Community Bankers

The National Bankers Association

The American League of Financial Institutions

The National Council of La Raza

The Homebuilders GSE Sub-Committee

The Homebuilders Conference in Reno Nevada

The Department of Justice annual Community Capital Development Office Annual



The National Community Reinvestment Coalition

International

The International Leadership Conference in Los Angeles, November 2008: “How does empowerment and hope translate into effective leadership for addressing future change?”

The Mortgage Bankers Association of Puerto Rico Annual Conference

The Infonavit’s Homebuilder Conference in Acapulco, Mexico