

Cam Brinkworth

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SKILLS

Organizational Leadership
Strategic Planning and Implementation
Diversity, Equity & Inclusion
Organizational Change Management
Metrics, Evaluation, and Accountability
Team Leadership
Program Management
Budget Management
Employee Training
Curriculum Development
Facilitation
Leadership and Employee Support
Conflict Resolution
Federal Grant Writing
Research and Data Analysis
Writing and Communication
Emotional Intelligence
Creating Psychological Safety
Mentoring
Education & Public Affairs
Outreach & Public Engagement

EDUCATION

M.A. in Education, Claremont Graduate University, 2015

PhD in Astrophysics, University of Southampton, U.K., 2005.

MPhys, Physics with Astrophysics, University of Leicester, U.K., 2001

CERTIFICATIONS

Accommodations and Accessibility Leadership Program
Institute for Diversity Certification
2024

Standards of Professional Practice Institute
National Association of Diversity Officers in Higher Education
2022

Social Justice Training Institute (SJTI)
2017

AWARDS

NASA Equal Employment Opportunity Medal
"For outstanding leadership, dedication and commitment, volunteerism, mentoring and coaching of underrepresented student groups through science education workshops and programs"
2017

Summary

Executive leader with over 20 years of professional experience spanning organizational leadership, strategic planning, organizational change management, workplace culture, program building and management, public affairs and communications, education, and physical and social science research. Strong skills in DEI, employee training, communication, facilitation, employee support, building psychologically safe environments, and team leadership. Develops metrics and accountability mechanisms based on peer-reviewed research and evaluation.

Experience

Chief Diversity, Equity & Inclusion Officer

2017 - present

University Corporation for Atmospheric Research

Founded UCAR's DEI program and office, building the program from scratch. Oversaw all DEI initiatives at UCAR/NCAR and set the DEI direction, strategy, tone, and activities of the organization. These covered 1) recruitment and retention; 2) workplace culture; 3) embedding DEI into our research, operations and partnerships; 4) measuring and holding ourselves accountable to progress. Under my leadership, UCAR/NCAR has become a leader in DEI work in the field of Earth System Sciences.

Served on UCAR's President's Council advising the UCAR President and partnered extensively with senior leaders to provide DEI-related support and advice regarding strategy, policies, procedures, and initiatives.

Led reporting and accountability for UCAR's DEI progress to our federal sponsors, Board of Trustees, and organizational leadership.

Led a highly talented and motivated team in the Office of Diversity, Equity and Inclusion, plus an extensive team of volunteers and advisory groups. My priorities in people management have always been psychological safety, team engagement and growth, kindness, and accountability.

Led a highly collaborative process to develop UCAR/NCAR's Diversity, Equity & Inclusion Strategic Plan, grounded in the peer-reviewed literature and incorporating information from UCAR's governing documents, sponsor requirements, leadership needs, employee surveys, diversity council meetings, and employee workshops and focus groups.

Developed a system of metrics, evaluation, and accountability for DEI goals across UCAR. The creation of this system was highly collaborative with leadership and staff, and resulted in minimal pushback.

Led Workplace Culture Surveys to measure the organization's culture and developed implementation plans based on reports and vendor recommendations. All 19 recommendations from 2017 were addressed, plus almost all of those from 2021. Staff response rate in 2021 was 84%.

Advised on and led changes to UCAR/NCAR's policies, procedures, and norms to support the diversity, equity, and inclusion of our workplace and workforce.

Led the development of an Ethical, Welcoming, and Inclusive Core Competency for UCAR's performance evaluation process.

Led the development and facilitation of a grassroots DEI training program for staff. The UCAR/NCAR Equity and Inclusion (UNEION) program was facilitated by trained employees from across our organization, has trained around 15% of our 1500 staff, including our C-Suite, and has been shown in evaluations to significantly improve participants' awareness, understanding, and actions towards creating a more welcoming, inclusive, and equitable working environment. This program is the leading DEI training for geoscientists in the United States and we have worked with other organizations to deliver a 1-day version to their staff.

(<https://hbr.org/2018/03/5-things-we-learned-about-creating-a-successful-workplace-diversity-program>; <https://journals.ametsoc.org/view/journals/bams/104/11/BAMS-D-22-0047.1.xml>).

RESEARCH

Social Sciences

5 Peer-Reviewed Papers
9 Conference Presentations
5 Press Articles
1 White Paper
1 Conference Report to NSF
Numerous Blog Posts, Podcasts, Interviews

Physical Sciences

27 Peer-Reviewed Papers
34 Non-Peer-Reviewed Publications
1 Press Release

GRANTS

Social Sciences

Led or wrote 7 NSF grants totalling more than \$20M in funding

Education & Outreach

Led or wrote numerous proposals to NASA, bringing in around \$4.5M in funding

Physical Sciences

Led numerous scientific proposals to NASA, bringing in more than \$1M in funding.

Collaborated with Human Resources and the Office of General Counsel to develop an in-depth supervisor training ecosystem that focuses on relational skills such as empathy, emotional intelligence, team management, navigating difficult conversations, and creating psychological safety. These trainings also support supervisors in their knowledge of state and federal employment law, including harassment, discrimination, hostile work environments, protected classes, and workplace accommodations.

Collaborated with Human Resources and our Education & Outreach team to revamp our hiring processes to attract and recruit a more diverse and inclusive workforce

Provided staff support and advice, including advocacy, conflict resolution, and coaching.

Stood up and supported an Employee Resource Group program. UCAR now has seven ERGs, with two more in development. ERG advocacy has led to significant changes in UCAR operations, including our personnel management system, workplace policies, and a new bridge program for veterans.

Led the development of an NSF Safe and Accessible Field Environment Plan template, materials, and process for UCAR.

Provided training to scientists on NASA Inclusion Plans, NOAA Pipeline Plans, NSF Broader Impacts Statements, and DEO PIER Plans. Provided review of these plans for our scientists before submission.

Mentored UCAR's Next Generation DEI Fellows

Director for Diversity, Education, and Outreach

2014 - 2017

National Center for Atmospheric Research

Founded NCAR's position of Director for Diversity, Education, and Outreach, responsible for NCAR's DEO portfolio.

Led the strategic direction and coordination of NCAR's existing Education & Outreach portfolio, including student internship programs, professional development workshops, visitor programs, undergraduate and graduate educational resources, postdocs professional, mentoring, K-12 teacher professional development, and public engagement.

Developed a system of metrics, evaluation, and accountability for NCAR's DEO activities.

Led reporting and presenting on DEO activities to federal sponsors and organizational leadership.

Developed and provided multiple DEO-related trainings for staff

Advocated for policy change at UCAR/NCAR and worked with HR and facilities to bring in all-gender restrooms, lactation rooms, and extend healthcare benefits for non-married couples.

Selected for the NSF's Geoscience Opportunities for Leadership in Diversity IDEA Lab, which led to three grants and multiple publications.

Co-organized the Inclusive Astronomy 2015 conference, which brought together astronomers and social scientists to address and provide recommendations for increasing DEI in astronomy. The Nashville Recommendations were adopted by the American Astronomical Society in 2016.

Provided consultancy services to numerous DEI groups based at organizations across the country

**Deputy Lead for Public Affairs
Education & Outreach Scientist**

2013-2014

2009-2014

Infrared Processing and Analysis Center, California Institute of Technology

Served as Deputy Director for IPAC's 7-person Public Affairs team, which oversaw all educational, media, and outreach responsibilities for numerous NASA flight missions,

including NASA's Spitzer, Herschel Kepler, WISE, NEOWISE, Planck, and NuSTAR Space Telescopes, plus NSF and Caltech's Thirty Meter Telescope.

Responsible for all educational programs run on behalf of IPAC's missions, including (but not limited to) public talks, school-based courses, science festivals, social media, writing and editing content for our educational websites, and writing and recording educational video podcasts for the public and schools.

Acted as liaison between IPAC's press officer and scientific researchers on preparation of press releases and training of scientists for press conferences.

Responsible for science verification of all materials, including press releases, print products, and podcasts.

Wrote and hosted numerous educational videos and articles for IPAC's Ask an Astronomer series

Wrote scientific scripts for multiple episodes of IPAC's award-winning education videos and worked with numerous celebrities during production.

Started a partnership with Learning Works, a local charter school for in-crisis students; managed a volunteer team that ran field trips for the school, and developed and taught a Grade-9 astronomy class that enabled students to get science credits to qualify for state college.

Associate Staff Scientist

2010-2014

Assistant Staff Scientist

2007-2010

Infrared Processing and Analysis Center, California Institute of Technology

Science Lead for the annual Sagan Summer Workshop, designed to train the next generation of exoplanet astronomers. Responsible for creating the agenda, organizing speakers, managing hands-on sessions, and running the science sessions.

Served as Executive Secretary for the NASA Management and Operations Working Group

Led and organized IPAC's presence at professional conferences, including booth preparation and displays, vendor management, volunteer scheduling, setup and tear down, and shipping.

Edited the NASA New Worlds News exoplanet newsletter.

Responsible for documenting and testing Spitzer's data reduction software and for answering related Helpdesk tickets from the worldwide astronomy community.

Carried out technical reviews of proposals submitted to use Spitzer by the science user community and supported the Spitzer Time Allocation Committee during proposal science reviews.

Led my own active research program studying the remains of ancient planetary systems around white dwarfs. I studied the stars themselves, their dust disks, and the evolution of binary stars. I also studied the spin periods of magnetic white dwarfs to determine the post-main-sequence behaviour of different stellar populations.

Project Service since 2020

- Our Future Our Space Steering Committee
- Field Safety Plan Development Team
- SAM Implementation Team
- Technician Task Force
- SAM Development and Feasibility Team
- REM Development and Implementation Team
- COVID Vaccine Religious Exemptions Committee
- Rising Voices Steering Committee
- Rising Voices, Changing Coasts Hub Team
- Performance Evaluation Reimagined Team
- UCAR Strategic Planning Team
- UCAR Cooperative Agreement Team
- Served on the Safety in the Field Conference Advisory Panel; developed recommendations for fieldwork safety that were provided to NSF and contributed to the NSF's 2024 Safe and Inclusive Fieldwork (SAIF) plans guidance.
- Provided guidance to the White House Committee on Sexual Harassment