

Kara Michelle Morgan

8375 Nemain Loop, Dublin, OH 43016

(202) 297-4555

Email: KaraMichelleMorgan@gmail.com

Twitter: @DrKaraMorgan

LinkedIn: <https://www.linkedin.com/in/kara-morgan-5126098/>

Expertise: Risk-based Decision Making, Decision Analysis, Risk Analysis, Translating Science to Policy, Stakeholder engagement, Data and Analytics, Program Management, Project Leadership, Performance Management, Strategic Planning,

My work is focused on supporting researchers who are working to advance science and use data to improve decision making in the public sector, with a focus in public health. I worked for 11 years at the Food and Drug Administration, managing small and large projects designed to improve the use of available data and science to inform decision makers who were working to achieve policy outcomes. In that role and in the two positions I held after that that role, I conceived, planned, designed, and executed complex multi-year projects with many collaborators with a wide range of expertise. I am a strategic thinker and can work easily with many different types of experts to achieve the overarching goal of a project. Finally, I am skilled in data management and data analysis, and can communicate the needs of the decision makers to the technical staff who manage and analyze the data. I am very organized and attentive to detail.

Professional Experience

Principal, Quant Policy Strategies, LLC, www.quantpolicystrategies.com

Oct 2017- present

Offering strategy, analysis, performance management and stakeholder engagement services to help organizations achieve their intended outcomes.

Associate Director, Center for Foodborne Illness Research and Prevention (CFI), Department of Food Science, College of Agricultural, Food and Environmental Sciences, Ohio State University, Columbus, OH

Oct 2018 – March 2022

Developed and managed domestic and international research projects. Created and managed the metrics reporting tool and process for TARTARE, a project on food safety in Ethiopia. Developed and contributed CFI's perspective on monthly stakeholder calls with food safety leadership at HHS/FDA and USDA/FSIS. Led and contributed to research proposals. Directed staff and managed work of graduate and undergraduate students on research projects. Lead, organized and taught graduate seminar, coordinating and facilitating across seven faculty members across four different colleges at Ohio State. Developed and facilitated outreach events with domestic and international food safety stakeholders.

Research Leader, Health & Analytics Group, Battelle Memorial Institute*Sept 2014 – Sept 2017*

- Managed \$1M project for providing technical direction and program evaluation work for the Army Public Health Center to use data and analysis to inform decisions about programs that are achieving expected outcomes.
- Knowledge Management lead for the development of an information system for managing the inventory of healthcare quality measures for Centers for Medicare and Medicaid (CMS).
- Business development lead for Health Policy and Evaluation, including the development of proposals and capture activities.

Positions noted below. U. S. Food and Drug Administration (FDA), Rockville/Silver Spring, MD
Oct. 2003 – July 2014, Title 42 appointment (GS-15 equivalent), 1515-Operations Research series.

Director, Public Health Measurement and Analysis, Office of Planning, Office of Commissioner*June 2010 – July 2014*

- Created and led the Public Health Measurement and Analysis program for FDA, including **strategic and operational program planning**, including **development of metrics and strategy** using existing data, as well as identifying data needs for desired metrics.
- Recruited and **managed analytical staff** to provide public health measurement support for FDA (Including expertise in Engineering, Epidemiology, Microbiology)
- Designed and managed **large multi-year project teams**, including the application of results-oriented management to support development of **performance metrics** and **strategic frameworks** for tracking performance of Food Safety Modernization Act (FSMA) legislation
- Coordinated and provided advice and guidance to the FDA contributions to the Department of Health and Human Services **Healthy People Goals**. Serve as the FDA lead for Healthy People
- Served as FDA lead for the Interagency Food Safety Analytics Collaboration (IFSAC); a joint workgroup with CDC and United States Agriculture Service Food Safety and Inspection Service (USDA/FSIS) for estimating foodborne attribution. **Provided analysts with guidance on how to design technical work to be most useful to FDA.** Served one year as chair of the IFSAC Steering Committee.

Detail, Office of Foods*Feb 2010 – Apr 2010*

Provided direction and guidance for the development of **improved performance measures for food** safety. Tied together disparate existing measures of performance on food safety. Identified **data and methodological needs** to FDA output measures on food safety work to link output measures to public health outcomes. Provided guidance and oversight for planning a series of **public meetings** across the country on Measuring Progress on Food Safety: Current Status and Future Directions. Presented on behalf of FDA at these meetings.

Senior Advisor for Risk Analysis, Office of Regulatory Affairs*Jan 2008 – June 2010*

- **Created and led the Risk Management Staff** as a part of the Immediate Office of the Associate Commissioner for Regulatory Affairs.
- **Utilized risk analysis** in support of policy development and established priorities for inspection, analysis, and compliance activities.
- Served as a resource for Office of Regulatory Affairs (ORA) on the application of **risk-based approaches to compliance-related programs** and activities.

Senior Advisor for Risk Analysis, Office of Planning, Office of Commissioner*Oct 2003 – Jan 2008*

Provided expertise, facilitation, and coordination for Program offices at FDA (Food, Drugs, Devices, Field, etc.) and the Office of the Commissioner on **risk management issues**.

Research Analyst, RTI International, Washington, DC office, www.rti.org*Oct 1999 – Sept 2003*

Supported the Environmental Protection Agency Office of Environmental Information's Quality Staff developing guidance documents, training and software to assist users in applying adequate decision-making strategies. The emphasis of this work was on communicating technical and statistical information to scientists and engineers who are not statistically strong. Additionally, supported various projects using decision analysis approaches, and supports the development of projects the area of risk communication.

Additional positions (not full-time)

Lecturer, John Glenn College of Public Affairs, Ohio State University, Columbus, OH. *Jan 2015- Dec 2019.* Courses: Risk and Decision making, Program Evaluation, Public Affairs Decision Making.

Appointed Member, Ohio State Board of Education, Columbus, OH *Feb 2017 – Dec 2018*

Supported the work of the board to move toward data-based decision making and contributed to the development of the [Ohio Strategic Plan for Education](#).

Education

Carnegie Mellon University, Pittsburgh, PA Ph.D. Engineering and Public Policy	1999
Indiana University, Bloomington, IN School of Public and Environmental Affairs, M.S. in Environmental Science	1995
Michigan State University, East Lansing, MI College of Natural Science, B. S., Mathematics	1989

Peer-reviewed Publications

Havelaar, A. H., Sapp, A. C., Amaya, M. P., Nane, G. F., Morgan, K. M., Devleeschauwer, B., Grace, D., Knight-Jones, T., & Kowalczyk, B. B. (2022). Burden of foodborne disease due to bacterial hazards associated with beef, dairy, poultry meat, and vegetables in Ethiopia and Burkina Faso, 2017. *Frontiers in Sustainable Food Systems*, 6.

<https://www.frontiersin.org/articles/10.3389/fsufs.2022.1024560>

Morgan, K., Collier, Z. A., Gilmore, E., & Schmitt, K. (2022). Decision-first modeling should guide decision making for emerging risks. *Risk Analysis*, n/a(n/a). <https://doi.org/10.1111/risa.13888>

Morgan, K. M., Crawford, A., & Kowalczyk, B. B. (2021). Risk-based Decision Making Definition: A Scoping Review of Food, Agricultural, Environmental, and Medical Literature. *Risk Analysis*, n/a(n/a). <https://doi.org/10.1111/risa.13845>

Bowman, K., Husbands, J. L., Feakes, D., McGrath, P. F., Connell, N., & Morgan, K. (2020). Assessing the Risks and Benefits of Advances in Science and Technology: Exploring the Potential of Qualitative Frameworks. *Health Security*. <https://doi.org/10.1089/hs.2019.0134>

Morgan, K. (2005). Development of a Preliminary Framework for Informing the Risk Analysis and Risk Management of Nanoparticles. *Risk Analysis*, 25(6), Article 6. <https://doi.org/10.1111/j.1539-6924.2005.00681.x>

Tran NL, Hasselbalch B, Morgan K, Claycamp G. (2005) Elicitation of expert knowledge about risks associated with pharmaceutical manufacturing processes. *Pharmaceutical Engineering* 25(4):24-38

Florig, H. K., Morgan, M. G., Morgan, K. M., Jenni, K. E., Fischhoff, B., Fischbeck, P. S., & DeKay, M. L. (2001). A deliberative method for ranking risks (I): Overview and test bed development. *Risk Analysis*, 21(5), Article 5.

Morgan, K. M., DeKay, M. L., Fischbeck, P. S., Morgan, M. G., Fischhoff, B., & Florig, H. K. (2001). A Deliberative Method for Ranking Risks (II): Evaluation of Validity and Agreement among Risk Managers. *Risk Analysis*, 21(5), Article 5. <https://doi.org/10.1111/0272-4332.215162>

Book chapters

Schroeder C.M., Jensen E., Miliotis M.D., Dennis S.B., Morgan K.M. 2007. *Microbial Risk Assessment*. In: Simjee S. (eds) *Foodborne Diseases. Infectious Disease*. Humana Press

DeKay, M. L., Florig, H. K., Fischbeck, P. S., Morgan, M. G., Morgan K. M., Fischhoff, B., Jenni, K. 2005. *Ranking for Food Safety. Toward Safer Food: Perspectives on Risk and Priority Setting*, Resources for the Future, Washington, DC.

Morgan, K.M. and Fischhoff, B. 2001. *The use of public risk ranking in regulatory development, Improving regulation: Cases in environment, health, and safety*, Resources for the Future, Washington, DC.

DeKay, M. L., Florig, H. K., Fischbeck, P. S., Morgan, M. G., Morgan K. M., Fischhoff, B., Jenni, K. 2001. "The Use of Public Risk Ranking in Regulatory Development." Improving Regulation. Resources for the Future, Washington, DC.

Opinion pieces and Other Publications

Morgan, Kara, and Baruch Fischhoff. "Mental Models for Scientists Communicating With the Public." *Issues in Science and Technology* 39, no. 2 (Winter 2023): 58–61.

"Decision-Making in the Public Sector | ORMS Today." October 2019. Accessed June 17, 2020. <https://pubsonline.informs.org/doi/10.1287/orms.2019.05.11/full/>.

National Academies of Sciences, Engineering. 2018. *Biodefense in the Age of Synthetic Biology*. <https://doi.org/10.17226/24890>.

Morgan, K. and Peters, E. "Cancer and 'Bad Luck': Risk Perception, Decision Making, and Risk-Reducing Behavior," 2015, *Risk Analysis*, 35 (4).

Morgan, Kara M. "Development and Evaluation of a Method for Risk Ranking," Unpublished Ph. D. Dissertation, Department of Engineering and Public Policy, Carnegie Mellon University, Pittsburgh, PA, May 1999.

Professional activities

Member, National Academies Committee: Strategies for Identifying and Addressing Biodefense Vulnerabilities Posed by Synthetic Biology, 2018.

<https://www.nap.edu/catalog/24890/biodefense-in-the-age-of-synthetic-biology>

Distinguished Alumni Council, O'Neill School of Public and Environmental Affairs, Indiana University, 2015 to present

Society for Risk Analysis

Council member December 2006 - December 2009

Executive Board Member for National Capital Area Chapter 2000-2006

Reviewer for the journal *Risk Analysis* 2005-present

Institute for Operations Research and the Management Sciences (INFORMS)

Chair, Advocacy and Governance Committee member 2022 – 2024

Member, 2020-2022

Decision Analysis Society/INFORMS

Council Member 2001-2004, 2019-present

Associate Editor for journal *Decision Analysis* 2007 - present