

# MILENA NOVY-MARX, Ph.D.

[mnovymarx@gmail.com](mailto:mnovymarx@gmail.com)

[Dr. Novy-Marx Webpage](#)

## INTERNATIONAL EDUCATION PROFESSIONAL

International education professional and development economist with over twenty-five years' experience managing projects, creating strategies, conducting research, and drafting policy reports and academic articles to support sustainable development and achieve access to quality, relevant education and skills training for marginalized groups, including girls, young women, disabled youth, and refugees. Focus on climate change mitigation and adaptation, as well as achieving measurably improved learning outcomes and sustainable educational, entrepreneurship, and employment models in low resource settings in sub-Saharan Africa, India, Central America, Latin America, and Eastern Europe. Experience at multilateral and bilateral institutions such as the World Bank and USAID, at major philanthropic institutions such as the John D. and Catherine T. MacArthur Foundation and Mastercard Foundation, with the global non-profit Education Development Center, and in the private sector. Successful grant writer for US federal and foundation grants. Track record of leading and collaborating with diverse teams and with institutions such as the Global Partnership for Education, Brookings Institution, and Overseas Development Institute. Over ten years' experience as a visiting university professor teaching courses on international environmental law, climate, gender, migration, and sustainable development.

## EDUCATION

**Princeton University**, Ph.D., School of Public and International Affairs, Economics and International Development; M.P.A., Economic Policy.

**Yale University**, B.A. *summa cum laude*, Political Science.

## EXPERIENCE

**UNIVERSITY OF ROCHESTER, Rochester, New York** 2013-present  
VISITING ASSISTANT PROFESSOR, Department of Political Science  
Teach courses on climate, education, gender, sustainable development, and international environmental law and migration. Advise students on research and professional careers. Active in University efforts to draft and implement university-wide Sustainability Plan.

**EDUCATION DEVELOPMENT CENTER, Massachusetts** 2023-present  
INTERNATIONAL TECHNICAL ADVISOR  
Provide technical assistance and advise on program design and strategy and business development. Support implementation of educational, work-readiness, employment, and sustainable development oriented projects in countries around the world, with the goal of supporting youth and marginalized populations to improve livelihoods while also protecting and restoring the environment. Support for the organization's Our World, Our Work program, which aims to support one million youth to access green and blue jobs over the next decade.

**THE MASTERCARD FOUNDATION Toronto, Canada**

2014- 2022

Senior Consultant to the Foundation's Education and Scholars Programs with total annual grantmaking over \$60 million. Help to oversee and review programs and advise on strategy development in areas of secondary and tertiary education and skills training in Africa, promoting quality, relevant learning and employment outcomes for young people. Author and co-author of Foundation flagship publication on secondary education in Africa; completed numerous research projects and authored policy reports on secondary education, gender, skills training, youth employment, and higher education in low-resource and post-conflict environments. Conduct knowledge syntheses and evaluations in major program areas including innovations in secondary education, eLearning, and scholarships.

*Collaborations with Multilaterals, Bilaterals and Research Institutions*

Led development of Represented Foundation at major international fora and meetings and participated in research and policy dialogues at the UN General Assembly, Global Partnership for Education, UNESCO, UK Department for International Development, African Union and Government of Rwanda.

Collaborated on behalf of the Foundation to review and oversee programs of numerous partner organizations including GESCI, STIR, Pratham, Camfed, and Educate! and draft policy reports and shape education policy. Work with research and policy organizations including the Brookings Institution's Center for Universal Education, Overseas Development Institute, International Education Funders Group, and Sciences Politiques in Paris.

**JOHN D. and CATHERINE T. MACARTHUR FOUNDATION, Chicago**

PROGRAM OFFICER

2003 - 2013

Led creation of three major new initiatives at the Foundation; developed strategy and managed grants for programs with total portfolios of \$11 million per year:

*Girls' Secondary Education*

2009 – 2012

Led effort to create a donor collaborative, Partnership for Innovation and Practice in Secondary Education, that invested \$50 million over five years in 69 projects to advance access to quality, relevant secondary education for girls in developing countries. Crafted five-year strategy for MacArthur's role in this initiative; presented to and received approval from the Board of Directors; engaged donor partners to ultimately leverage the additional \$40 million in outside funding. Investment supported research and pilot projects to promote 21<sup>st</sup> century skills, use of technology and better teaching in schools in Africa and India.

*Master's in Development Practice Program*

2007 – 2013

Led \$16 million program to create new Master's in Development Practice (MDP) programs at 25 universities worldwide, with additional programs joining each year. The inter-disciplinary degree spans the natural sciences, health sciences, social sciences and management supplemented by intensive field training. Co-Chair of the Global Association for the Global MDP Network, based at Columbia University.

*Migration Program Area*

2005 - 2013

Co-led two-year effort to develop the Foundation's Initiative on Global Migration and Human Mobility, resulting in MacArthur's first new grantmaking initiative since 2000, with annual investments of \$6 million. As of 2010, part of team that expanded the program across the Foundation to engage the Foundation's domestic, international, and media programs. Focused on recruitment of migrant workers and migration policy in Mexico and the U.S. Supported and helped initiate the Global Forum on Migration and Development to promote international dialogue on migration under UN auspices.

*Human Rights and International Justice*

2004 –2006

Program Officer for grantmaking portfolio of \$3 to \$4 million annually. Developed, reviewed and recommended support for projects to promote a system of international justice, including early cases of the International Criminal Court.

*Economic Governance*

2003- 2004

Managed grant portfolio supporting research and policy efforts to help developing countries better benefit from globalization. Drafted strategy for program; reviewed proposed projects and grants for presentation to the Board of Directors; advised and recommended appropriate projects for funding.

**APPLIED ECONOMIC SOLUTIONS, San Francisco**  
SENIOR ECONOMIST

2001-2003

Project manager in the firm's antitrust, regulatory and intellectual property practice areas.

Managed multiple-person teams; conducted analyses and drafted economic position reports for anti-trust and merger cases for Fortune 500 companies including The Coca-Cola Company, British Airways, American Airlines, AT&T, and Comcast. Reports presented in cases before the European Union, U.S. Department of Justice, and FCC.

**MERCER MANAGEMENT CONSULTING, San Francisco**  
SENIOR CONSULTANT

2000-2001

Strategy consultant to Fortune 500 companies in financial services, high-tech and retail industries.

- Developed post-merger strategy for major U.S. mortgage bank. Identified inefficiencies and streamlined processes, generating savings, minimizing risk and providing capacity for future loan portfolio growth of over 200%.
- Conducted financial analysis and due diligence of acquisition targets for major U.S. grocery chain to help the acquiring company increase market share, maximize revenues and improve profitability.
- Created value driven business designs for \$21 billion semiconductor and consumer electronics manufacturer entering new market for memory chips. Sized current and future markets for non-volatile, solid state memory chips under several scenarios. Recommended focused business design strategies creating over \$2 billion in value over five years.

**THE WORLD BANK, Bangkok, Thailand**  
ECONOMIST and MANAGER, PRIVATIZATION PROGRAM

1998-1999

Managed \$8 million technical assistance program for Government of Thailand to privatize and establish regulatory authorities in the telecommunications, energy, transportation and water sectors.

- Managed teams of 5 to 26 members from Arthur Andersen (now Accenture). With team, advised senior government officials on structuring and sale of enterprises to increase operating efficiency, lower public debt and raise expected proceeds of \$14 billion. Projects included:
  - Sale of two monopoly state telecommunications companies;
  - Restructuring, sale and regulation of over 200 municipal and provincial waterworks;
  - Creation of National Communications Commission to regulate telecommunications market;
  - Re-engineering and privatization of passenger and freight services of state railways;
  - Establishing power-pool market for energy generation and sale of power plants;
  - Quantifying financial risks to government in private concession contracts and state enterprises
- Led stakeholder communication, building consensus for projects among senior government officials, enterprise executives, foreign investors and citizens.

**CENTER FOR ECONOMIC RESEARCH & GRADUATE EDUCATION, Prague** 1996-1997  
VISITING SCHOLAR

Conducted Ph.D. research on restructuring and privatization of the steel industry.

- Explained successful privatization and performance based on ownership structure, environmental regulations and access to capital markets and financing, resulting in policy recommendations for other countries and industries. Presented findings at two international conferences and in doctoral dissertation.

**INTERNATIONAL INSTITUTE FOR APPLIED SYSTEMS ANALYSIS, Laxenburg** 1996  
ENVIRONMENTAL ECONOMIST (Consultant)

- Economist on international team conducting study to reduce heavy metal contamination by East European industry. Completed two published reports describing innovative instruments for international cooperation and financing for environmental remediation and best practices for modernization and privatization of heavy industry.

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)** 1994  
PROGRAM OFFICER/INTERN

- Designed and wrote assistance strategy for Public Administration project to improve financial management and governance of Czech towns and cities.
- Drafted report evaluating U.S. assistance for Czech privatization, capital market development, and bank reform, providing information to improve future development assistance efforts.

## TEACHING

**University of Rochester**, Visiting Professor, Political Science. Courses on Sustainable Development, Climate, International Environmental Law, Gender, and Migration.

**University of Chicago**, Visiting Lecture, Undergraduate Courses, “Issues in Women’s Health” on women’s health in developing countries (Spring, 2011) and “The Business of Nonprofits and the Evolving Social Sector” (Fall, 2010) on social entrepreneurship in developing countries.

**Columbia University, School of International and Public Affairs (SIPA)** Visiting Lecture, Graduate Course, “Integrated Approaches to Sustainable Development” (Spring 2008) covering policy coherence in migration, trade, aid and development.

**Princeton University**, Teaching Assistant, “The American Bureaucracy and Public Administration,” Princeton University, (1996). Undergraduate course on public policy and government, and the intersection of policy and the market. Led weekly discussion seminars using case methodology regarding economics and public policy.

## PUBLICATIONS

“Improving pathways for girls and vulnerable youth through secondary education systems and into work: evidence and reflections from practice,” Co-author with Mallory Baxter and Sophia D’Angelo, *Development Policy Review*, 2022.

“*Scholars Program: Knowledge Synthesis*,” Mastercard Foundation, Toronto, July 2021.

*Secondary Education in Africa: Preparing Youth for the Future of Work*, Flagship Publication, Mastercard Foundation, Toronto, Co-author with Mallory Baxter, Kim Kerr & R. Marcus, August 2020.

“eLearning in Africa,” Evaluation for Mastercard Foundation, July 2020.

*Skills at Scale: Transferable Skills in Secondary and Vocational Education in Africa*, Mastercard Foundation, Toronto, March 2017.

“Education in Support of Social Transformation: Learning from the First Five Years of the Mastercard Foundation Scholars Program,” Mastercard Foundation, Toronto, September 2016.

“Women’s Transformative Leadership in Africa,” Mastercard Foundation, Toronto, 2014.

“Women Farmers and Food Security,” Expert Commentary, Chicago Council on Global Affairs, Published at [http://2012summits.org/commentaries/detail/novy-marx\\_1](http://2012summits.org/commentaries/detail/novy-marx_1). May 2012.

“Creative Policies and Bold Leadership: Two Tools for Cities and States to Shape Immigration Debate,” with Tony Davis, Jeanne Gang, and Thomas Levinson. Chapter in *Moving Forward: The Immigration Debate and Chicago’s Experience*, Chicago Council on Global Affairs. October 2011.

Competitiveness and Sustainable Economic Recovery in Thailand, Vol. I, The World Bank and The National Economic and Social Development Board, Thailand, 1998, (Joint Editor).

*Forging Ahead: Privatization and Restructuring of Czech Steel Firms during the Transition to a Market Economy*, Doctoral Dissertation, Princeton University, November 1998.

“International Actions to Combat Pollution in the Black Triangle,” Working Paper, International Institute for Applied Systems Analysis, Laxenburg, Austria, 1996.

“Heavy Metal Pollution and Restructuring of the Iron and Steel Industry in Katowice, Poland,” Working Paper, International Institute for Applied Systems Analysis, Laxenburg, Austria, 1996.

“Market Economies and Social Safety Nets,” Institute for EastWest Studies, 1992.

## **PROFESSIONAL ASSOCIATIONS & BOARDS**

- President, Board of Trustees 2021-2022, The Harley School, Trustee 2015 – 2022
- Board of Directors, Micro-Clinic 2020, Supporting maternal and child health in Kenya 2013-2019
- Member, Strategic Plan Steering Group, Susan B. Anthony National House, 2013-2015
- Co-Chair, Global Association Board, Master’s in Development Practice Global Network
- Council on Foreign Relations, Term Member, 2006 – 2010
- Member, Task Force on Immigration, Chicago Council on Global Affairs, 2006
- Board of Directors, African Economic Research Consortium, 2003-2007
- Board of Directors, Meedan, International NGO, 2008

## **HONORS AND RESEARCH FELLOWSHIPS**

- Emerging Leader, Chicago Council on Global Affairs, 2010-2012
- National Science Foundation Fellow 1995-97

- Fulbright-Hays Scholar 1995-1997
- Prize for outstanding performance on Economic Master's Degree qualifying exam, Princeton University, 1995
- Czechoslovak Society of Arts and Sciences Prize for best scholarly work on Czechoslovakia, 1991
- Fulbright Scholar, 1991-92, Phi Beta Kappa, 1991

**LANGUAGES** English, native. French, Czech, and Spanish, fluent.