

KAROL VIRGINIA MASON

EDUCATION

University of Michigan Law School, J.D. 1982. Note Editor: University of Michigan Journal of Law Reform. Recipient of Edward H. Rakow Scholarship Award (The Federal Bar Association), Wolverine Bar Association Award, Earl Warren Legal Scholarship from the NAACP Legal Defense Fund and Council on Legal Education Opportunity (CLEO) Scholarship.

University of North Carolina, A.B. Mathematics, 1979. Elected to Order of the Golden Fleece, Order of the Valkyries, Order of the Old Well, and North Carolina Fellows Program (One of 13 freshman selected from a class of 3,000). Recipient of Algernon Sydney Sullivan Award (awarded to one senior male and one senior female each year) and Herbert Lehman Education Fund Scholarship.

DEPARTMENT OF JUSTICE EXPERIENCE

Assistant Attorney General for the Office of Justice Programs (June 2013 – January 2017).

Overview of the Office of Justice Programs and Role of the Assistant Attorney General

Nominated by President Barack Obama and confirmed by the U.S. Senate to serve as Assistant Attorney General for the Office of Justice Programs (OJP). As head of the Office of Justice Programs, oversaw an annual budget of more than \$4 billion dedicated to supporting state, local, and tribal criminal justice agencies; an array of juvenile justice programs; a wide range of research, evaluation, and statistical efforts; and comprehensive services for crime victims. Led and managed a workforce of approximately 1,275 people, of which 720 were federal employees, and the remainder were contractors and fellows. Reported directly to the Attorney General, the Deputy Attorney General and the Associate Attorney General. Served under two Attorney Generals, two Deputy Attorney Generals and three Associate Attorney Generals.

Represented the Department of Justice interests at major White House and Administration meetings and convenings.

Responsible for the overall leadership, management, and oversight of OJP. This included setting policy; ensuring that OJP policies and programs reflected the priorities of the President, the Attorney General, and the Congress; and promoting coordination among the OJP offices and bureaus. OJP is comprised of six program offices and bureaus (the Bureau of Justice Assistance, the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking). In addition, OJP is comprised of the following business offices: the Office of the Chief Information Officer, the Office for Civil Rights, the Office of the Chief Financial Officer, the Office of Communications, the Office of Administration (including Union and Human Resources Functions, Contracting, and Facility Management), the Office of Audit, Assessment and Management, the Office of General Counsel and the Office of Equal Employment Opportunity.

Testified before the Senate on six occasions, including confirmation hearing. These hearings addressed high profile issues. Received bi-partisan praise for content and approach to addressing these issues.

Highlighted Organizational Results:

- Developed new strategic direction for OJP as reflected in the new mission and vision statement and strategic plan;
- Transformed the work environment resulting in OJP's rise of 41 places from the prior year to number 88 of 305 federal subcomponents in the Partnership for Public Service's list of **Best Places to Work in the Federal Government for 2016**. (A rise from 214 in 2013 to 88 in 2016.)
- Developed and nurtured new partnerships with state and local government leaders, community leaders, philanthropic organizations, as well as faith-based and neighborhood stakeholders; and
- Gained the confidence and trust of law enforcement leaders, civil rights advocates, the defense bar, prosecutors, formerly incarcerated individuals, victims' advocates and young people across the country.

Research

Promoted the independence of science and research, and implemented the recommendations of the National Academy of Sciences related to the Department's research.

Understanding the importance of research to the success of OJP's mission, reinvigorated the Department of Justice's **Science Advisory Board** to provide the Office of Justice Programs with advice in the areas of social science and statistics for the purpose of enhancing the overall impact and performance of OJP's programs and activities. The Science Advisory Board delivered specific guidance to OJP on the following topics identified as critical to OJP by the Assistant Attorney General:

Justice System Transparency and Accountability: This committee focused on research and science pertaining to accountability in the criminal and juvenile justice systems.

Data Collection and Statistics: This committee focused on the utility, quality and rigor of data collections and statistical methods used in OJP projects and increasing the appropriate use of OJP statistics in the field.

Place-Based and Community Collaboration-Based Programs: This committee focused on research and science related to effective design, implementation, and assessment of place-based or community-based programs, including issues related to reaching specific populations, community engagement, measuring outcomes of prevention strategies, strategic partnerships, and evaluating collaboration-based projects and place-based strategies.

Research Methodology and Evidence Translation: This committee focused on the quality and rigor of research methodology used in OJP projects, and on related topics such as evidence translation, research integrity, and increasing the use of OJP research by practitioners.

In order to encourage the use of evidence-based research to advance criminal justice in the next generation of law enforcement leaders, supported the development of a partnership between NIJ and the [International Association of Chiefs of Police](#) (IACP) to provide merit-based scholarships to mid-rank officers from agencies of any size and executives from small agencies who have effectively infused research into policy development within their agencies.

Major Initiatives

Established and facilitated multi-disciplinary collaborations such as the Department of Justice's **Violence Reduction Network (VRN)**, administered by the Bureau of Justice Assistance, which provides national support to improve the capacity of local jurisdictions to address violent crime and increase public safety. VRN is a comprehensive approach to violence reduction that leverages the vast array of existing resources across U.S. Department of Justice (DOJ) components to reduce violence in cities dealing with violent crime well above the national average. VRN is a collaborative effort of the following DOJ component agencies: Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Drug Enforcement Administration (DEA), U.S. Marshals Service (USMS), the Executive Office of U.S. Attorneys (EOUSA), local United States Attorney's Offices (USAOs), Office of Community Oriented Policing Services (COPS), Office of Violence Against Women (OVW), and the Office of Justice Programs (OJP).

Demonstrating an ability to tackle complex and divisive issues, and engage diverse stakeholders, initiated, and led the Department's efforts to address the challenge of **community trust in our justice systems** at the state and local level, through:

- The National Initiative for Building Community Trust and Justice, to address issues around procedural justice, implicit bias and racial reconciliation. (A partnership among John Jay College of Criminal Justice, UCLA's Center for Policing Equity, and Yale Law School);
- Poverty and the Criminal Justice System Convening: the link between criminal debt and incarceration;
- Utilizing OJP funding and leveraging partnerships with foundations to promote bail reform to relieve the unjust burden on poor and minority communities and move to a risk-based assessment;
- Funding the development of best practices to address the consequences of fees and fines, to reduce unnecessary confinement tied to the inability to pay fees and fines; and
- Funding Vision 21: Law Enforcement and the Communities they Serve: Supporting Collective Healing in the Wake of Harm, with a goal of supporting communities that experience violence and upheaval through collaborative relationships between law enforcement and the community. (A partnership among the International Association of Chiefs of Police, the NAACP and Yale School of Medicine).

Working across agencies to leverage resources, served as the Justice Department lead for the **President's My Brother's Keeper (MBK) Task Force**, and led the implementation of **Milestone 6, Reducing Violence and Providing a Second Chance for Justice-Involved Youth**. The goal of MBK was to develop a coordinated federal effort to address persistent opportunity gaps faced by boys and young men of color and to ensure that all young people can reach their full potential. **Key successes** were:

- Reformed the federal use of solitary confinement and banning its use for juveniles
- Arrest guidance for HUD-assisted housing and expungement assistance for youth up to 25
- Increased access to higher education: Second Chance Pell
- Improved re-entry education: supported education attainment and re-entry success
- Supported male survivors of violence and youth violence prevention
- Expanded opportunities for justice-involved youth to serve their communities; Youth Opportunity AmeriCorps
- Reforms of the juvenile and criminal justice systems

Re-Entry

Led agencies across the Administration to formalize their relationships with the **community of justice-involved people**. Opening regular communication between policymakers and justice-involved people provided feedback to inform OJP's and other federal agencies' policy and program decisions to increase the success of those people under or previously under the supervision of our criminal and juvenile justice systems.

Obtained Department of Justice approval and security clearance to institute OPJ's Second Chance Fellow program, hired OJP's first Second Chance Fellow, and hired OJP's first career person who was formerly incarcerated, to lead OJP's corrections portfolio and re-entry work.

Helped the U.S. Attorneys community devise a method to hire people who were formerly incarcerated to lead re-entry work in the U.S. Attorneys Offices across the country.

Developed a pilot to **connect children with their parents incarcerated in federal prison** facilities in partnership with the Bureau of Prisons, to facilitate a continuing relationship which research demonstrates improves life outcomes for the children and improves the parents' successful reintegration into their communities.

Law Enforcement Equipment Working Group

Appointed by Attorney General Eric Holder to serve as the Executive Director of the Law Enforcement Equipment Working Group established by Executive Order 13688 issued by President Obama in January 2015, in response to law enforcement's response to First Amendment demonstrations in Ferguson, Missouri. The working group was composed of the Departments of Justice, Defense, Homeland Security, Treasury, Education, and Interior, the General Services Administration, the Office of National Drug Control Policy, the Office of Management and Budget and the Assistants to the President for Intergovernmental Affairs and Public Engagement and for Homeland Security and Counterterrorism, and the Assistant to the President and Chief of Staff of the Office of the Vice President.

Under the leadership of the Executive Director, the working group developed lists of prohibited and controlled equipment, and a set of recommendations to balance the public safety needs of law enforcement, the public's need for transparency and the protection of First Amendment rights and civil liberties. The recommendations are designed to ensure that law enforcement agencies have the proper training regarding the appropriate use of controlled equipment, including training on the protection of civil rights and civil liberties. The Working Group developed a **comprehensive set of programmatic and policy recommendations that lay out a blueprint for positive change**.

Human Capital

Dedicated to identifying and developing talent, led the creation and implementation of **OJP Skills Connect**, a program that provides a unique opportunity for employees to expand their professional portfolio. This voluntary program allows employees to proactively offer their valuable skills and diversify their experience by participating in projects at OJP for a limited portion of their time (not to exceed 20%) without leaving their home office on a formal detail.

In addition, led the development of **OJP U**, which is a one-stop shop for training and professional development programs offered for the Office of Justice Programs' workforce. OJP U's mission is to foster an organization-wide, continuous learning environment by providing cost-effective quality services, competency-based learning, career development activities, and innovative training solutions.

Collaborative approach to leadership: Held twice monthly meetings with expanded senior leadership team comprised of all office directors, deputies and chiefs of staff; monthly brown bag lunches with union membership; monthly meetings with union leadership; and quarterly all staff town hall meetings with open, unscripted Q and A.

Deputy Associate Attorney General (April 2009 – February 2012).

Served as a Deputy Associate Attorney General at the U.S. Department of Justice overseeing the Office of Justice Programs, the Office on Violence Against Women and the Office of Community Oriented Policing Services (“COPS”, and collectively the “grant components”), Community Relations Services and the Tax Division.

Highlighted Results:

- In response to a request from the White House to create a cross-Department initiative to address criminal justice issues in New Orleans, convened and led a team comprised of representatives from each of the Department’s grant components, the Civil Rights Division, the U.S. Attorney’s Office, the FBI, DEA and Community Relations Services. The New Orleans model served as the model for other cross-Department initiatives.
- Led the Attorney General’s initiative to address children exposed to violence, known as Defending Childhood. Identified and implemented six demonstration sites, two of which are in Indian Country. Driving force behind the creation of the Attorney General’s Task Force on Children Exposed to Violence, which was Co-Chaired by Joe Torre and Robert Listenbee. Leveraged relationships and resources with the Department of Health and Human Services and the Department of Education as partners in the initiative.
- Led the Department’s consolidation of all Tribal grants under a single solicitation. In previous years, Tribes were required to respond to more than 20 separate grant solicitations, across three separate grant-making components. Strengthened partnership with the U.S. Attorneys to promote increased public safety in Indian Country.
- Led the Memphis Team for the White House’s Strong Cities, Strong Communities initiative, which brought together the Departments of Justice, Education, Health and Human Services, Labor, Transportation and Treasury to develop a plan for the federal government to help Memphis address labor preparedness and access, education and criminal justice issues.

LEGAL EXPERIENCE

Alston & Bird, LLP (1983 – 2009, 2012 – 2013)

Member of Management Committee, 2004 – 2007; Chair, 2007

Chair of the Public Finance Group

Partner, 1990 – 2013

Associate, 1983 – 1990

Alston & Bird LLP is an AM LAW 100 firm of approximately 800 lawyers, with offices in New York City, Washington, D.C., Charlotte, Raleigh, Atlanta, Los Angeles, Silicon Valley, Dallas, Brussels and Beijing. Alston & Bird has been recognized by Fortune Magazine for the last 17 consecutive years as one of the 100 Best Places to Work in America.

First African American woman elected to the partnership of a major Atlanta law firm, and the first African American woman elected chair of the management committee of any major national law firm.

Created and co-led Alston & Bird's Colleges and Universities practice, which was comprised of a multidisciplinary team of attorneys with a broad range of experience assisting colleges and universities in complex matters including litigation, construction, financing, real estate, labor and employment, internal investigations and intellectual property. This team provided a full range of strategic counsel to solve problems and address any crisis a college or university faced. As a result of experience financing facilities for public universities, developed a deep understanding of how universities operate and the importance of strong relationships with oversight boards and the governments that finance these universities. Also developed a keen understanding of the critical importance of enrollment management.

Led Alston & Bird's Public Finance Group, which worked with a broad range of governmental entities and industries seeking to use both tax-exempt and taxable [bond financing](#) for capital improvements. Provided guidance to banks, underwriters, trustees, project owners and others regarding the impact of tax-exempt and taxable debt on proposed sales, mergers, expansions, and closings of facilities.

Served as Chair of the firm's recruitment and attorney retention committees.

The Honorable Judge John F. Grady, U.S. District Court for the Northern District of Illinois

Judicial Law Clerk, October 1982 – October 1983

DEVELOPMENT AND FUND RAISING EXPERIENCE

National Finance Committee, Obama for America, 2007 -2008, and 2012

University of North Carolina at Chapel Hill

Children's Healthcare of Atlanta

High Museum of Art

Wesley Woods and Affiliated Entities

Selected Highlights:

- Demonstrated ability to raise money for educational and non-profit institutions and other initiatives.
- Demonstrated ability to build strategic partnerships with corporate, foundation and other

- philanthropic partners to leverage resources to support institutional priorities.
- Coached younger volunteers to be successful in fundraising and donor development.
 - Leader in the development and successful execution of two of the University of North Carolina's major fundraising campaigns, including its first campaign exceeding \$1 billion.
 - Expanded the base of donors at educational and non-profit institutions and political organizations to non-traditional stakeholders, including alumni groups and minority populations who had not historically contributed to these institutions.
 - Experience in building the capacity of community and other non-profit organizations to successfully apply for government grants.
 - Unique understanding of government resources available to support institutional priorities.

UNIVERSITY RELATED EXPERIENCE

Vice Chair, University of North Carolina at Chapel Hill Board of Trustees (July 2007 – July 2009).

Chair of Audit and Finance Committee, University of North Carolina at Chapel Hill Board of Trustees (July 2003 – July 2007).

Member, Board of Trustees of the University of North Carolina at Chapel Hill (July 2001 – July 2009).

Member of the Endowment and Investment Management Boards of the University of North Carolina at Chapel Hill, during my tenure on the Board of Trustees.

Vice Chair of Chancellor's Search Committee, University of North Carolina at Chapel Hill (2008).

Member of the Search Committee for the Vice Chancellor for Health Affairs, and CEO of UNC Health System.

Member of the Board of Visitors at the University of North Carolina at Chapel Hill (1995 – 1999).

Member of the University of North Carolina at Chapel Hill Arts & Sciences Foundation (1993 – 1999).

Member of the National Development Council of the University of North Carolina at Chapel Hill.

Member of the Board Visitors at Emory University

Member of the Board of Visitors of the University of Michigan Law School (late 1980's).

SELECTED PROFESSIONAL WRITINGS

2013 Blog:

1. "Giving a Boost to Kids of Incarcerated Parents," June 12, 2013 (Posted on justice.gov)

2014 Blog:

1. "[Promoting Safe and Supportive Schools](#)," October 2015 (Posted on ojp.gov)

2015 Blogs:

1. "[Guiding Law Enforcement in the Development of a Body-Worn Camera Program](#)," March 6, 2015 (Posted on justice.gov)
2. "[Supporting Communities and Law Enforcement with Body-Worn Cameras](#)," May 1, 2015 (Posted on justice.gov)
3. "[Building Trust in Birmingham](#)," July 6, 2015 (Posted on ojp.gov)
4. "[Second Chances and Safer Communities](#)," November 4, 2015 (Posted on justice.gov)

2016 Blogs:

1. "[The Many Victims of Wrongful Convictions](#)," January 29, 2016 (Posted on ojp.gov)
2. "[National Reentry Week—Bridging Opportunity Gaps for Formerly Incarcerated Individuals](#)," April 29, 2016 (Joint byline with Deputy Assistant Secretary for Minority Health J. Nadine Gracia; posted on ojp.gov)
3. "[Closing the Opportunity Gap for America's Young People](#)," April 28, 2016 (Joint byline with Secretary of Education John B. King, Jr.; posted on justice.gov)
4. "[Justice Dept. agency to alter its terminology for released convicts, to ease reentry](#)," May 4, 2016 (Posted on *Washington Post* True Crime website)
5. "[Federal-State-Local Cooperation in Animal Welfare Enforcement](#)," August 15, 2016 (Joint byline with Assistant Attorney General John Cruden; posted on justice.gov)
6. "[HUD Issues Fair Housing Act Guidance to Help Domestic Violence Victims](#)," November 21, 2016 (Joint byline with COPS Director Ron Davis and OVW Principal Deputy Director Bea Hanson; posted on justice.gov)
7. "[Helping Kids Overcome Trauma](#)," November 28, 2016 (Joint byline with Secretary of Education John B. King, Jr., and Joe Torre; posted on ojp.gov)
8. "[The Pitfalls of Youth Incarceration](#)," December 8, 2016 (posted on ojp.gov)
9. "[Guest Post: Some Juvenile Defendants Still Denied Justice through Lack of Counsel](#)," December 20, 2016 (Joint byline with Access to Justice Office Director Lisa Foster; posted on *Washington Post* True Crime website)
10. "[The Road to Justice Reform](#)," December 21, 2016 (posted on ojp.gov)

SELECTED PROFESSIONAL PRESENTATIONS IN 2016

1. Human Trafficking Survivors Forum, January 19, 2016
2. Mayors Summer of Opportunity Event, January 20, 2016
3. U.S. Conference of Mayors Criminal and Social Justice Committee Meeting, January 20, 2016
4. Mentoring Summit, January 29, 2016
5. Smart Suite Fellows Meeting, February 2, 2016
6. NOBLE CEO Symposium, February 12, 2016
7. Wrongful Convictions Listening Session: Victims, February 22, 2016

8. Wrongful Convictions Listening Session: Exonerees, February 23, 2016
9. National League of Cities, March 7, 2016
10. Smart on Juvenile Justice Conference, March 23, 2016
11. Indigent Defense, March 23, 2016
12. North Carolina A&T, March 23, 2016
13. Bennett College Charter Day Event, March 24, 2016
14. Restrictive Housing, March 28, 2016
15. Life After Clemency, March 31, 2016
16. Health Equity Conference, April 7, 2016
17. Supporting Male Survivors of Violence Meeting, April 14, 2016
18. Community Justice Conference, April 15, 2016
19. Sexual Assault Awareness Program, April 26, 2016
20. MBK Reentry Symposium, May 9, 2016
21. Youth Violence Prevention Summit Opening, June 27, 2016
22. Youth Violence Prevention Summit Session on Trust, June 29, 2016
23. COPS LGBTQ+ Conference, July 21, 2016
24. Smart Symposium, July 26, 2016
25. National Urban League Conference, August 5, 2016
26. Victims of Crime Act Administrators Conference, August 9, 2016
27. Smart Suite Summit, September 7, 2016
28. Formerly Incarcerated National Meeting, September 9, 2016
29. Fees and Fines Opening Session, September 14, 2016
30. 21st Century Cities Conference, September 15, 2016
31. IACP Session on Children Exposed to Violence, October 15, 2016
32. IACP Juvenile Justice and Child Protection Committee Meeting, October 16, 2016
33. IACP Police-Mental Health Collaboration Session, October 17, 2016
34. Youth Transition Conference, October 19, 2016
35. Rethinking Juvenile Incarceration Session, October 21, 2016
36. Prosecutors Forum, October 24, 2016
37. Right to Counsel Forum, October 25, 2016
38. Juvenile Defender Summit, October 28, 2016
39. National Institute of Corrections Meeting on Pretrial Justice, December 2, 2016
40. 21st Century Violence Reduction Summit, December 6, 2016
41. Hamilton Project Civil Rights and Criminal Justice Roundtable, December 20, 2016

COMMUNITY AND CIVIC ENGAGEMENT

2012 to 2013 – Woodruff Arts Center, Member of the Board of Trustees

2003 to 2009 – Children's HealthCare of Atlanta, Inc., Member of the Board of Directors, Chair of Audit and Finance Committee

2001 to 2009 – University of North Carolina at Chapel Hill, Member of the Board of Trustees, Vice Chair and Chair of Audit and Finance Committee

1997 to 2002 and 2004 to 2009 - High Museum of Art, Member of the Board of Directors, Chair of Audience Development and Communications Committee

1995 to 2000 - National Black Arts Festival, Member of the Board of Directors

1995 to 1999 - The University of North Carolina at Chapel Hill, Member of the Board of Visitors

1993 to 1999 - The University of North Carolina Arts and Sciences Foundation, Member of the

Board of Directors
1992 to 2008/2009 – Wesley Homes, Inc., Chairperson and Member of the Board of Directors;
Wesley Woods, Inc. and Wesley Woods Geriatric Hospital, Inc., Member of the Board of
Directors
1991 to 1998 - City of Atlanta-Fulton County Recreation Authority, Member of the Board

AWARDS AND RECOGNITIONS

Redefining Justice Award, JustLeadershipUSA, 2015
Distinguished Alumna Award, University of North Carolina at Chapel Hill, 2013
Distinguished Service Award, For Outstanding Service to the Department of Justice, 2011
Distinguished Service Medal, University of North Carolina General Alumni Association, 2010
Breaking the Glass Ceiling Award, Leadership Institute for Women of Color Attorneys in Law and
Business, 2009
Diversity Leadership Award, Alston & Bird, 2008
Harvey Beach Award, University of North Carolina at Chapel Hill, 2004
Leadership Georgia, Class of 1999
Leadership Atlanta, Class of 1993
Distinguished Young Alumna Award, The University of North Carolina at Chapel Hill, 1991

PROFESSIONAL AFFILIATIONS

State Bar of Georgia
State Bar of North Carolina
National Association of College and University Attorneys (Until 2013)
National Association of Bond Lawyers (Until 2013)

(My position with the Department of Justice required me to resign from all outside organizations.)