

## **Introduction**

Mr. Chairman, today I have the pleasure of introducing to you an outstanding Marylander, Stephen Crawford. He's proven his leadership in both the private and public sectors. He is well suited for the U.S. Postal Service's Board of Governors at such a critical time for the agency.

As the U.S. Postal Service confronts the challenge of a multibillion dollar shortfall, the agency needs Dr. Crawford's intelligence, expertise and leadership skills.

Dr. Crawford has a keen understanding of the need to build a postal service for the 21<sup>st</sup> century—one that can adapt to the ever-changing needs of an increasingly digital economy.

He proposed a number of innovative initiatives for changing USPS's business model in a paper the agency commissioned, including creating new revenue streams via savings accounts and hybrid electronic services. His ideas on open-source innovation and collaborative innovation—that is, harnessing the creativity of employees and customers in building a better post office, are particularly intriguing.

At the same time, Dr. Crawford understands the importance of *smart* reforms that preserve important mail delivery services in our communities. As we continue building a 21<sup>st</sup> century post office, his vision for an efficient *and* reliable service is crucial to the agency's future success.

I've witnessed Dr. Crawford's natural inclination for leadership firsthand. He had previously served as Executive Director at Center for International and Security Studies in the School of Public Policy at the University of Maryland, where he also taught.

He later became Executive Director of the Governor's Workforce Investment Board, an independent agency of the Maryland State Governor. Under his visionary leadership, Dr. Crawford was able to get the support from the State General Assembly for an adequate budget and worked tirelessly to improve employment, training, and literacy programs in our state.

He then brought his expertise in economic and workforce development to the National Policy Association, where he served as Vice President and CFO.

Afterwards, he became Director of the National Governors Association's Division of Social, Economic and Workforce Programs, where he helped governors around the nation address issues concerning economic and workforce development, human services and criminal justice. Following his time there, he served as Deputy Director of the Metropolitan Policy Program at the Brookings Institution.

Today Dr. Crawford is a research professor at George Washington University in its Institute of Public Policy, where he manages public policy projects.

Dr. Crawford holds a Bachelor's Degree from Cornell, a Ph. D. in Economic and Political Sociology from Columbia, and a Masters Degree in Public Finance from Wharton Business School at the University of Pennsylvania. Dr. Crawford has a strong history of civic engagement in Maryland, including at the American Red Cross and the Frederick County Substance Abuse Advisory Council.

Dr. Crawford has served his nation in the U.S. Army, where he earned six medals, including a Bronze Star and the Combat Infantryman's Badge in Vietnam. The Postal Service needs people like him, who can bravely look at a crisis head-on and see it as an opportunity.

Through his decades of service and leadership, Dr. Crawford has demonstrated that he is more than up to the task of serving on the U.S. Postal Service's Board of Governors.