



Solutions Oriented Servant Leader

Monique Tula

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Professional Profile

Effective leader with an extensive history of managing efficient program operations, fiscal integrity, strong constituent relationships, and staff support through a racial and gender equity lens.

Work History

Portfolio Manager Facente Consulting

August 2022 - present

- Serve on a 4-person management team to bring in new business that is deemed to both match the values of the firm and the skills and bandwidth of the consulting team.
- Oversee and coordinate projects for a consulting team of 8-10 high-performing consultants, providing support and advice as needed to ensure top quality service for all our clients.
- Work closely with the Talent Manager to ensure that the work portfolio is one that both stretches and fulfills the consultants who support our clients to improve health and wellness.

National Harm Reduction Coalition Executive Director

September, 2016 - March, 2022

- Grew annual operating budget from \$3.1M to \$14M.
- Raised funding for and established new grantmaking infrastructure to distribute funding to under-resourced harm reduction programs across the U.S.
- Launched racial equity campaign to raise awareness about institutional racism within the field of harm reduction.
- Increased representation of Black and Brown staff by more than 40%.
- Expanded decision-making power beyond senior leaders to staff throughout the organization.
- Established organization's first retirement plan that centered equity by offering a 5% match of the highest salary to every member of the team.
- Oversaw the creation of transparent budgeting processes.
- Served as agency spokesperson.

AIDS United: Washington D.C.**Vice President of Programs**

2015-2016

- Served as the singular point person for all program and grant-making activities at AIDS United.
- Provided leadership of the Program Department including identification of new opportunities, management and fiscal oversight of current programs, and external representation.
- As a senior management ensured synergy with the policy department and coordination across all areas of the agency. Interacted directly with members of the AIDS United Board of Trustees, external donors, and agency collaborators.

AIDS United: Washington D.C.**Director of Capacity Building**

2014-2016

- Successfully launched the capacity-building assistance program *Getting to Zero*, a five-year cooperative agreement with the Centers for Disease Control and Prevention.
- Established a broad network of content experts and developed AU's internal ability to provide technical assistance to community-based organizations.
- Thoughtfully aligned unique services and strengths of complementing AU's capacity building initiatives to better serve people impacted by HIV across the United States.
- Promoted to Vice President of Programs February, 2016.

AIDS United: Washington D.C.**Director of Access to Care**

2012-2014

- Managed a national grantmaking program that supported 20 innovative access to and retention in HIV care for community based organizations across the United States.
- Oversaw multi-site evaluation conducted by Johns Hopkins University that ensured all 20 grantees were in compliance with federal government requirements, developed and maintained positive relationships with new federal funding partners.

AIDS Action Committee: Boston, Massachusetts**Vice President of Program Planning and Development**

2010-2012

- As a key member of the senior management team, identified strategic priorities and agency-wide outcome measures.
- Responsible for conceptualization and oversight of new agency initiatives, including a merger with two smaller AIDS service organizations.
- Oversaw development and monitoring of the agency's health promotion, information, and education functions including program start-up and evaluation activities.

AIDS Action Committee: Boston, Massachusetts

Director of Strategic Planning and Public Policy

2008-2010

- Worked with Executive Director to implement and monitor agency strategic plan.
- Worked with internal and external stakeholders to identify best practices and industry to maximize collaborations and influence on public policy initiatives.
- Produced written materials that support AAC's advocacy agenda including draft legislation, fact sheets, reports, and legislative testimony.
- Promoted to VP of Program Planning and Development in July 2010.

Cambridge Cares About AIDS: Cambridge, Massachusetts

Director of Harm Reduction Services

2000-2008

- Member of the senior management team responsible for oversight of HIV prevention services.
- Increased department budget by 500% over 8 years.
- Ensured program sustainability through public and private grant procurement, systems development, staff training, and continuous quality improvement.
- Responsible for supervision and professional development of 18 staff.

Tapestry Health Systems: Northampton, Massachusetts

Administrative Assistant/Harm Reduction Counselor/Program Coordinator

1996-2000

- Core member of needle exchange staff, providing individual-level risk reduction counseling sessions and HIV testing.
- Facilitated health education groups for women and people who use drugs.
- Conducted field research to identify young people of color who inject drugs in Springfield, MA.
- Wrote and submitted progress and annual reports to funders. Served as Administrative Assistant beginning August 1996 and Harm Reduction Counselor 1997-1999.
- Promoted to Springfield Harm Reduction Program (SHaRP) Coordinator in March 1999.

Training and Teaching Experience

Adjunct Instructor

University of Massachusetts, 2008

Taught Program Evaluation course for the College of Public and Community Service. Developed lesson plans. Assisted and evaluated a class of 20 students.

Training Consultant

- Boston Public Health Commission, 2007-2012
- Harm Reduction Coalition, 2007-2008
- Tapestry Health Systems, 2003-2004

Developed curriculum for and facilitated multi-session trainings for direct service staff, program coordinators, and local agencies focused on poverty, homelessness, and public health. Incorporated ABE techniques to train participants in Program Participant Recruitment, Retention, and Advocacy; Strategic Program Management; and Budget Development and Monitoring for Mid-Level Managers

Trainings and Speaking Engagements

2022

- Panelist, Changing the Narrative. Union Station Homeless Services. Virtual Convening

2021

- Panelist, Undoing Drugs Book Launch with author Maia Salavitz.
- Opening Remarks, Wyoming Harm Reduction Summit. Virtual Conference.
- Keynote Speaker, Antiracist Approaches in Healthcare for PWUD: Time for a New Paradigm. Annual New York State Hep C and Drug User Health Conference. Clinical Education Initiative. Virtual Conference
- Co-Panelist with Kassandra Frederique. Creating Conditions of Possibility. Michigan Harm Reduction Conference. Virtual Convening.
- Key Testimony for Biden Campaign Listening Session on Opioid Crisis. Virtual Meeting
- Keynote Speaker, The Evolution of Harm Reduction Anne Arundel County Harm Reduction Summit. Virtual Convening.
- Keynote Speaker, Harm Reduction as a Pathway to Autonomy, Hope, and Healing. Mass General Hospital Recovery Month Kickoff. Virtual Convening.
- Keynote Speaker, The Evolution of Harm Reduction. Weill Students for Harm Reduction Clinic. Cornell University. Virtual Meeting.
- Keynote Speaker, The Evolution of Harm Reduction. Interact for Health. Virtual Conference

- Keynote Speaker, The Evolution of Harm Reduction. Substance Use and Addiction Translational Research Network. Arizona State University. Virtual Meeting
- Panelist, Harm Reduction vs Syringe Service Programs. Community Education Group. Virtual Meeting
- Keynote Speaker, Innovations in Addiction Treatment and Harm Reduction. RIZE. Webinar
- Panelist, Briefing on Principles for the Use of Funds from the Opioid Litigation, Congressional Briefing for the Addiction, Treatment, and Recovery Caucus. Virtual Meeting

2020

- Keynote Speaker, At the Frontline: The Harm Reduction Response to COVID 19. AIDS Watch 2020. Virtual Convening.
- Harm Reduction During COVID-19: Lessons from the Field, Public Health on Call, Johns Hopkins School of Public Health. Podcast
- Panelist, Opioid Settlement Meeting, Doris Duke Charitable Foundation. Virtual Meeting
- Panelist, Fighting Back: Lessons from AIDS for COVID 19, GLBT Historical Society. Webinar
- Panelist, Town Hall on COVID 19 and Race, Skoll Foundation. Webinar
- Keynote Speaker, Using Harm Reduction to Address Health Equity & Racial Justice in Substance Use Prevention, Treatment, Education, and Research, AMERSA Annual Meeting. Webinar
- Keynote Speaker, Using Harm Reduction to Address Racial Equity in Healthcare, PAETC, Webinar
- Keynote Speaker, Virtual Latina Training Institute 2020, Webinar
- Opening Plenary Panelist, AIDS Watch, AIDS United Virtual Annual Meeting
- Panelist, America's Opioid Epidemic Lessons Learned and A Way Forward, The Hill. Washington DC
- Panelist, Faithful Responses to the Overdose Crisis, Rabbi Marshall T Meyer Social Justice Retreat. New York, NY

2019

- Executive Transitions, Interview with Filter Mag
- Keynote Speaker, Conditions of Possibility: Harm Reduction as a Pathway to Autonomy, Connection, and Healing, Opioid Misuse and Overdose Summit. Raleigh, NC
- Keynote Speaker, Building the Resilience & Sustainability of the Harm Reduction Movement, Iowa Harm Reduction Conference. Grand Rapids, IA
- Keynote Speaker, Pennsylvania Harm Reduction Conference, PAHRC. Pittsburgh, PA

- Healing Justice and Pleasure Activism, with adrienne maree brown. Podcast
- Keynote Speaker, HIV and Substance Use Disorder Conference, NEAETC. Boston, MA
- Speaker, Building the Resilience & Sustainability of the Harm Reduction Movement, CENTER Convening. Fresno, CA
- Keynote Speaker, Building the Resilience & Sustainability of the Harm Reduction Movement, Harm Reduction for Frontline Workers, CASEP. Oakland, CA
- Panelist, Applying Lessons from the HIV/AIDS Epidemic to the Opioid Crisis, Grantmakers in Health/Funders Concerned About AIDS. Webinar
- Panelist, HepConnect Launch, Politico Live Event. Washington, DC
- Opening Plenary Panelist, The Epidemic in the Pandemic, Bloomberg American Health Initiative Summit. Baltimore, MD
- Opening Plenary Panelist, Don't Leave the Overdose Epidemic Behind, NASTAD Annual Meeting. Washington, DC
- Keynote Speaker, Urban Survivors Union Session, ReForm Conference, Drug Policy Alliance. St. Louis, MO
- Closing Plenary Moderator, People Before Politics: Harm Reduction on the Frontline, Harm Reduction International Conference. Porto, Portugal

2018

- Conditions of Possibility: Harm Reduction as a Pathway to Healing the Harms Caused by Racialized Drug Policies, Centers for AIDS Research, USCF. San Francisco, CA
- Keynote Speaker, Tribal and Rural Harm Reduction Summit, White Earth Nation, MN
- I Don't Dance Now, I Make Money Moves: Fighting Criminalization and the Prison Industrial Complex through a Harm Reduction Lens, Positive Women's Network Speak Up Summit, Myrtle Beach, SC
- Opioids and Substance Use Disorders, Diseases of Despair: Northeastern University Health Law Conference, Boston, MA
- Substance Use and HIV Prevention: A Harm Reduction Approach, ViiV ACCELERATE Grantee Convening, Jackson, MI
- A Harm Reduction Lens on HIV, AIDS United Southern HIV Fund Grantee Convening, New Orleans, LA
- Harm Reduction and the US Opioid Crisis, Bloomberg Opioid Initiative, Johns Hopkins University, Baltimore, MD
- Women Are Leading the Fight Against the War on Drugs, Interview w/Vice Magazine

2017

- Our New North Star, People Doing Interesting Stuff Podcast, New York, NY
 - Substance Use in Trans Communities, National Trans Health Summit, Oakland, CA
 - Harm Reduction from a Family's Perspective, Berkeley School of Journalism Podcast, Berkeley, CA
 - Harm Reduction: the Intersection Between Public Health, Social Justice, and Human Rights, Massachusetts Opioid Coalition, Framingham, MA
 - Keynote Speaker, International Harm Reduction Conference, Montreal, Quebec
- 2016
- A Family of Drug Users, Interview w/The Fix Magazine
 - Black Lives, White Faces, Drug Policy Alliance Forum, New York, NY
 - Criminalization as It Impacts People with HIV, Sex Workers, People of Trans Experience, and People Who Use Drugs, Positive Women's Network Speak Up Summit, Myrtle Beach, SC
 - Racial Justice IS Harm Reduction, National Safe Injection Facilities Think Tank, Washington, DC
- 2015
- Beyond Due Diligence: Merging Programs and Teams, National Center for Innovation in HIV Care, Washington, DC
 - Overview of Safe Injection Facilities, AIDS United Public Policy Committee, Washington, DC
 - Drug User Health: HIV AIDS Strategy Update, Office of National AIDS Policy, Los Angeles, CA
- 2014
- We THINK We Do Great Work, But Our Managers are BURNT OUT!, National Harm Reduction Conference, Baltimore, MD
 - Race and Criminalization, National Harm Reduction Conference, Baltimore, MD
- 2013
- From Underground to State-Funded: The History of Overdose Prevention/Naloxone Distribution in Massachusetts, International Drug Reform Policy Conference, Denver, CO
 - An Introduction to State Budget Advocacy, Massachusetts Viral Hepatitis Coalition, Boston, MA
- 2012
- Viral Hepatitis Access Project: What We've Accomplished and Where We're
- Going, Vertex Pharmaceuticals, Cambridge, MA
- Black Americans and HIV, UMass Dartmouth, Dartmouth, MA
- 2011

- Impact of the CDC FOA: The Massachusetts Experience, HIV Prevention Justice Alliance, National Webinar
 - Fiscal Year in Review: 2011 Massachusetts State Budget, Ryan White Planning Council, Boston, MA
- 2010
- Client Advocacy Training, Community Health Education Center, Boston, MA
- 2009
- From Underground to State-Funded: The History of Overdose Prevention in Massachusetts, Honoring the Syringe Exchange Movement, Cambridge, MA
 - Expanding Routine HIV Testing in Massachusetts, Massachusetts Prevention Planning Group, Worcester, MA
- 2008
- Practicing Good Program Management Doesn't Mean You Have to Go Corporate, Harm Reduction Coalition, New York, NY
 - Crack: What It Is & How It's Used, Massachusetts Prevention Planning Group, Worcester, MA
 - Harm Reduction 101, Harm Reduction Taskforce Training, Boston, MA
- 2007
- Phoenix Rising: A Trauma-Informed Risk Reduction Intervention for Youth, MDPH Common Visions Conference, Worcester, MA
 - Working with Vulnerable Populations, HIV College, Cambridge, MA
- 2006
- Young Injectors: A Hidden Population, Matignon High School, Cambridge, MA
 - From Evidence-Based to Reality: Youth of Color Speak Out About What They Need to Reduce Substance Use, Harm Reduction Conference, Oakland, CA
 - Unpublished Preliminary Findings of the Young Injection Drug Use Study, Institute for Community Health, Cambridge, MA
- 2005
- Improving Prevention with Limited Resources, Creative Leadership, Networking, and Community Partnerships, Common Visions Conference, Worcester, MA
 - Common Street Drugs, MA Prevention Planning Group, Worcester, MA
 - Why is viral hepatitis increasing among young people?, Nitebeat News Channel 8 Cable News, Brookline, MA
- 2004

- Young Injectors: A Hidden Population, Lesley College, Cambridge, MA
 - Harm Reduction in Abstinence-Based Settings, RUAH House, Cambridge, MA
- 2003
- Outreach 101: What Every Outreach Worker Needs To Know, Tapestry Health Systems, Springfield, MA
 - Increases in Young People Contracting HIV, Nitebeat, Channel 8 Cable News, Brookline, MA
- 2001
- Unique Challenges for Women and Injection Drug Use, Common Visions Conference, Worcester, MA
 - Harm Reduction Training, Bay State Supportive Housing Alliance, Boston, MA
 - Implementing Community-Based Needle Exchange Programs, New England Harm Reduction Conference, Gloucester, MA
- 2000
- Mommy, What's a Junkie?, National Harm Reduction Conference, Miami, FL
 - Using the Harm Reduction Model in the Family Planning Settings, John Snow Institute, Reproductive Health Update, Boston, MA
 - Women's Sexual Health Workshop, Tapestry Health Systems, Springfield, MA
- 1999
- Bridging the Gap—Linking At-Risk Young Women to Healthcare, Western MA HIV/AIDS Providers Coalition, Northampton, MA

Publications

Hawk, M., Coulter, R., Egan, J., Fisk, S., Friedman, M., Tula, M., Kinsky, S. (2017). Harm reduction principles for healthcare settings. Harm Reduction Journal. Volume: 14; 2017.

Dryden, E., Hyde, J., Livny, A., Tula, M. (2010). Phoenix Rising: use of a participatory approach to evaluate a federally funded HIV, hepatitis and substance abuse prevention program. Evaluation and Program Planning. Volume: 33, Issue: 4, Publisher: Elsevier Ltd, Pages: 386-393.

Inclendon, R., Abramovici, A., Tula, M. (2006). Mental health risks of homeless youths: Analysis of data from intake forms. Public Health and Human Rights. APHA 134th Annual Meeting and Exposition.

Education MS Certificate, Non Profit Leadership and Management
Boston University Questrom School of Business
Boston, MA
2009

BS, Community Planning/Non Profit Management
University of Massachusetts
Boston, MA
2008

**Professional
Affiliations** Black Emotional and Mental Health Collective
Chair, Board of Directors, 2016-2019

End Hep C San Francisco
Executive Advisory Board, 2017-2020

Los Angeles County HIV Commission
Appointed Commissioner, 2012-2015

Massachusetts Viral Hepatitis Coalition
Founder, Co-Chair, 2010-2012

Boston EMA Ryan White Planning Council
Co-Chair, Public Policy Committee, 2008-2011

What's Up Magazine
Executive Committee, 2002-2004

Massachusetts Statewide Prevention Planning Group
Co-Chair, Advocacy and Activism Committee, 2000-2004

Critical Breakdown/Active Arts Youth Conference
Steering Committee, 2000-2008

Nueva Esperanza Community Development Corporations
Board of Directors, 1998-2000