

ROBERT L. WALKER

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CHIEF EXECUTIVE/SENIOR ADMINISTRATOR BUSINESS & ECONOMIC DEVELOPMENT/INTERNATIONAL TRADE EXPERT AGRICULTURAL POLICY CONSULTANT

**Acting Secretary/Deputy Secretary, Business & Economic Development, State of Maryland;
Chief Administrative Officer with Anne Arundel County; U.S. Agricultural Trade Officer, U.S. Embassy,
Moscow; Head of Monitoring Group, USDA Food Assistance Program in Russia;
USDA Senior Policy Adviser, Government of Ukraine;
Maryland Secretary/Deputy Secretary of Agriculture**

**Consistent Record of Success in Implementing Strategies, Programs, and Initiatives that Produce Immediate
and Long-Term Outcomes, Leaving Behind Legacy of Innovation and Excellence;
Strong International Background, with Extensive Experience and Leadership in Implementing Policy
Advice, Trade Development and Food Assistance Programs within Russia, Ukraine and the FSU;
Monetization Agent for USDA Food for Progress Program; Extensive Experience and Leadership in
Economic Development, Policy, Trade Development and Technical Assistance Programs**

Award-Winning Program Leader

Dedicated leader with 30+ years of C-level, executive and management experience, excellent program leadership and public relations skills, administrative experience, and comprehensive knowledge of international matters particularly in international trade and business development. Skilled in building strong, sustainable relationships with high-level government officials, executive officers, business owners, and the general public. Able to motivate and inspire others to adopt an organization's vision and mission. Strong cross-cultural background, with keen awareness of global protocol and practices. Strategist, tactician, and change agent.

AREAS OF EXPERTISE

- Economic Development
- Organizational Leadership
- Legislative Issues & Matters
- Program Planning & Launch
- International Trade Strategist
- Strategic Planning/Execution
- Budget Planning & Administration
- Administrative Processes
- Policy Development & Implementation
- Public Relations & Marketing Strategies
- Performance Measurement
- New Business Development
- Cost Reduction & Avoidance
- Large-Scale Program Leader
- Technical Assistance

PROFESSIONAL EXPERIENCE

STATE OF MARYLAND – Baltimore, MD – 21202 – January 2008 to February 2015

Department of Business and Economic Development

Acting Secretary/Deputy Secretary/Assistant Secretary

Appointed by the Governor/Secretary, directed day-to-day operations of the 220-person Department with specific oversight of Budget, Human Resources, Administration, Policy and Government Affairs, Performance Management, Internal Audits, EEO, and the Governor's international missions and correlated foreign policy issues. Directed the State's economic and business development programs and activities. Principal areas of focus included safety and security, life sciences, clean energy, cyber, financial services and manufacturing. International development operations included the attraction of foreign direct investment (FDI), and assisting small and medium-sized firms (SMEs) in developing export markets. Served on the Boards of the University of Maryland College Park's Center for International Business Education and Research, Towson University's GlobalTowson Incubator,

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the University of Baltimore's Global Studies Program, the UMBC Research Park, the Maryland-Israel Development Center, the World Trade Center Institute, and the Strategic Technology Institute.

SELECTED ACCOMPLISHMENTS:

- **Developed the first, comprehensive strategic plan for the Department with well-defined goals and actions to achieve the Plan targets** (10,500 direct jobs by July 2012).
- **Developed the first, comprehensive international action plan.** Maryland's export growth rate in 2008 was 27%, double the national average, and 9th among the states. FDI was three times the previous fiscal year.
- **Oversaw the development of a dashboard prototype that offered at-a-glance, real-time performance metrics Consolidated five separate offices and divisions into one Division** eliminating inefficiencies and improving service to the business community.
- **Expanded Maryland's foreign presence by more than 100% Collaborated with the University of Maryland College Park on the first International Incubator of its kind dedicated exclusively to companies with foreign ownership** to capitalize on the R&D strengths of UMCP and to attract FDI to Maryland (11 companies housed within the incubator in the first three months).

CLIENT COMPANIES – Various Locations – 2007

**International Agricultural Services, LLC,
Senior Consultant**

Consulted for principals within high-profile U.S. and international organizations. Provided expertise and support in agricultural development, strategic marketing, business development/management, and international trade issues. Focused international efforts primarily within the former Soviet Union and Africa. Monetization of USDA Food for Progress commodities in Sri Lanka and Kenya. Consulted for largest poultry producer in Ukraine in market development strategy.

**ANNE ARUNDEL COUNTY GOVERNMENT – Annapolis, MD – 2001-2006
Chief Administrative Officer (CAO)**

The most senior-appointed official in charge of daily management of the County's operations, leading team of 14 department heads and overseeing development/administration of a \$1.2 billion budget. Chaired Self-Insurance Fund, oversaw Internal Audit, Legislative, and Executive Policy Committees, and served as Trustee of the County Pension Fund. While Land Use and Environment Officer, oversaw Public Works, Planning & Zoning, and Inspections & Permits (2001-2002).

SELECTED ACCOMPLISHMENTS:

- **Generated annual savings between \$9 million and \$16 million by reducing county's operating expenses** through improved management controls and efficiencies.
- **Expanded technology capabilities to improve decision-making and internal/external communications;** County received recognition as one of the top 10 "digital counties" in the US for IT leadership and enhancements.
- **Developed and implemented first county-wide Employee Recognition**
- **Improved budget reporting to create user- and citizen-friendly process; Budget Office received GFOA Award for Excellence in Budget Reporting** (first time in eight years).

During tenure, led county that received more awards from the National Association of Counties for innovative programs/services than at any time in its history. Awarded "Outstanding Service Award" from the County Executive for service as Chief Administrative Officer.

U.S. EMBASSY, MOSCOW / FOREIGN AGRICULTURE SERVICE /

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U.S. DEPARTMENT OF AGRICULTURE – Moscow, Russia – 1997-2001

U.S. Agricultural Trade Officer

Served as first U.S. Agricultural Trade Officer and trade representative in Russia. Acted as principal advisor to Minister-Counselor for Agricultural Affairs on trade issues; worked with U.S. companies in identifying market opportunities and expanding sales.

SELECTED ACCOMPLISHMENTS:

- **Led record \$1.2 billion in U.S. exports of food/agricultural products to Russia, representing 25% increase.**
- **Hand-selected by the Under Secretary, USDA, to lead U.S. team in implementing and monitoring historic \$1.4 billion U.S. food assistance program in Russia (1999-2000).**
- **Established U.S.-Russian Agricultural Trade Advisory Council to deal with U.S./Russian private sector issues affecting trade.**
- **Created Trade Leads Program that connected Russian buyers with potential U.S. suppliers.**

Received U.S. Secretary of Agriculture's Honor Award for Excellence (highest civilian award) for leadership of food aid implementation and monitoring team; earned Special Award from Administrator of Foreign Agricultural Service for outstanding support to the USDA; and received the Chayanov Gold Medal and the Distinguished Service Award from Russia.

U.S. DEPARTMENT OF AGRICULTURE – Kiev, Ukraine – 1994-1997

USDA Policy Advisor to the Government of Ukraine

Appointed by U.S. Secretary of Agriculture as first U.S. agricultural policy advisor to the Government of Ukraine, providing policy guidance to Deputy Prime Minister, Minister of Agriculture, Members of Parliament and regional governors. Supervised USDA technical assistance provided to Ukraine and Private Voluntary Organizations. As Senior USDA Official in Ukraine, reported to Ambassador in Kiev, Minister-Counselor in Moscow, and Administrator of the Foreign Agricultural Service.

MARYLAND DEPARTMENT OF AGRICULTURE – Annapolis, MD – 1986-1994

Secretary/Deputy Secretary of Agriculture

SELECTED ACCOMPLISHMENTS:

- **Drove 25% annual increase in agricultural exports from Maryland, with multiple programs becoming national models.**
- **Opened Agriculture Department to the public for the first time in order to promote programs and their benefits to citizens.** The one-day annual Open House grew from 1,000 to more than 10,000 attendees.
- **Led department in receiving Governor's Pinnacle Award for Total Quality Management.**
- **Established first-ever US cooperative program with Moscow's leading Agricultural Academy** that provided training to faculty and students in Maryland, and that was cited by The White House as a "model for the nation."

*** Prior position as Vice President with Esskay (large regional food processor), worked for 10 years in various management positions.*

SELECTED CONSULTING SERVICES

Consultant for **USAID** (Assessment of Moldovan Ministry of Agriculture for US Ambassador to Moldova); **The World Bank** (first Food Sector Reform Mission to the USSR, Pre-export Guarantee Facility in Moldova , Market Reform in Kazakhstan); **Congressional Research Service**; **OICD** (Regional Cooperation in the Agriculture Sector within Russia); **SJH** Company (technical assistance in Georgia and Afghanistan); **International Agricultural Services**

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(food assistance and development programs in Sri Lanka, Kenya and Ethiopia); **Cantera Partners** (bio-energy proposal in Ukraine); **Stanley Foundation**; **World Council of Credit Unions** (food aid monetization); **IOCC**.

PROFESSIONAL DEVELOPMENT

Bachelor of Arts in Political Science: TOWSON UNIVERSITY, Towson, MD

Military: Active Military Duty, 11/71-8/73, USS ALLEN M SUMNER (DD692), US Naval Reserve; Naval Reservist of the Year, Naval Reserve Readiness Command (1980)

Selected Civic and Professional Affiliations: Senior Fellow, National Council for Food and Agricultural Policy; Chairman, Maryland State Board of Elections; President, Baltimore City Board of School Commissioners; Board of Overseers, Baltimore School for the Arts; Regent, University System of Maryland; Chairman, U.S.-Russia Agricultural Trade Advisory Committee, Moscow, Russia; Chairman, U.S.-EU Commission on Agricultural Trade, Center for International Leadership; Vice President, Southern U.S. (Agricultural) Trade Association; Chairman, World Trade Committee, National Association of State Departments of Agriculture; Senior Advisor, President's National Council on Foreign Languages and International Studies; Board of Directors, Hancock's Resolution Farm Trust