

Executive Director / Chief Operating Officer

Change agent who leads organizations to their next chapter of growth and long-term success.

Excel in developing, translating and aligning strategy with organization vision and goals ... building internal / external coalitions and consensus at all levels ... driving transformational change resulting in long-term financial and operational sustainability and growth.

Lead by example, fostering an environment of open communications, motivation and engagement among management team and employees that deliver exceptional results—even with limited resources.

Successful nonprofit experience combines with prior for-profit executive roles revitalizing and turning around organizations to achieve significant financial and operations results/impact. Quickly inspire trust and credibility across diverse organizations and cultures.

Career Achievements – Nonprofit Experience

ORGANIZATION, Location

2010 to Present

► **Executive Director** (\$25M operating budget; 45 employees; hundreds of volunteers)

Recruited to turn around the organization’s financial and operations performance, driving growth to achieve long-term sustainability. Charted an innovative direction in partnership with the Board, senior staff and key funding partners. Manage P&L and all core functions: operations, human resources, training and development, finance, technology systems (including Blackbaud Raiser’s Edge & Financial Edge), services and programs, fundraising, grant writing, marketing and public relations. Elected to Board of Trustees and serve on 5 executive committees.

Vision, Leadership & Impact

- **Led capital campaign raising \$18 million. Delivered 36% growth in total revenues** in 5 years by introducing a marketing approach that revitalized the organization, improved financial results and reinforced its sustainability/growth.
 - **Grew contributions 44%** through targeted marketing, strategic direct mail campaigns and research on donor base.
 - **Increased program revenues 25%** by developing new programs with wider appeal, improved content and enhanced marketing efforts. Established an investment team that grew investments 14.9%.
 - **Led organization’s foundation that strengthened financial operating base and generated \$3.4 million** through grants; also secured \$250,000 grant from another foundation.
 - **Managed organization’s major transition and significant budget reduction** while providing the same level of programming and projects as in prior year.
- **Reduced total expenses 15% through continuous improvement initiatives and cost containment** while operating more efficiently, strengthening programs and engaging employees. Initiated sound management processes to allocate resources strategically and accomplish operating priorities.
 - **Aligned employees’ objectives/performance with organizational goals.** Fostered teambuilding, clearly defined roles/responsibilities, improved communications, reducing turnover from 50% to 15%.
 - **Implemented HR management process, aligning individual accountability** with annual operating priorities, pay-for-performance and continuous improvement initiatives.
 - **Designed and introduced a disciplined, zero-based budgeting process and monthly operating/financial reviews** to identify risks and implement action plans that effectively manage revenues, contributions and expenses.

- **Built strategic partnerships that increased program funding and expansion efforts to meet increased demand for services and advance organization to next level of growth.** Expanded volunteer base to serve local/regional communities.
 - **Cultivated partnerships that increased grant funding 30%+ over prior levels,** which broadening outreach and impact nationally.
 - **Achieved capital improvement goals and led development of several programs** including Leaders-in-Training Program and various outdoor sports, ranch and adult expedition programs.
 - **Piloted and expanded a profitable outdoor experiential/challenge education program** for youth-at-risk, middle and high school students.
 - **Launched 3 new websites,** providing integrated, interactive database, and online registration and donations functionality.
- **Collaborated with and gained the Board of Trustees' confidence, resulting in its transformation** from an operating board to one responsible for establishing mission, vision and providing governance/policy.

Career Achievements – Prior Leadership Experience

COMPANY: As Chief Operating Officer of a \$2.4 billion operation with 4,600 employees in 3 business lines, restructured and improved the organization's performance.

- **Boosted revenues by \$20 million and cutting operating costs by \$15 million.**

COMPANY: As Senior Vice President of Sales, reorganized and refocused sales organization on new strategy.

- **Increased sales 21.8% and operating income 25.9% annually for 6 years, driving net operating profit to \$15 million from \$1.5 million.**

COMPANY: As Vice President, General Manager, created start-up organization to expand multimillion-dollar product trademarks in 3 divisions globally. Managed P&L and cross-functional 31-member team.

- **Grew sales to \$170 million from \$50 million and quadrupled profits within 2 years of startup.**
- **Expanded profits 78% over prior year through product improvement and national expansion.**

COMPANY: As Operations Executive, spearheaded an organization-wide initiative for revenue expansion.

- **Turned around a 5-state, \$400 million sales operation**—the largest in the US—increasing sales 14% and winning awards for leading US market share.

Nonprofit Board Memberships

Board of Directors, Organization (2007 to present)

Board of Directors, Organization (2008 to present)

Board of Directors, Organization (2010 to present)

Education

Master of Business Administration UNIVERSITY, Location

Bachelor of Science, Management UNIVERSITY, Location