

## CHIEF ADMINISTRATIVE OFFICER

### Executive Profile

**EXECUTIVE DIRECTOR** Experienced, performance-driven executive with a record of providing leadership in strategic planning, program design and implementation, performance measurement and employee engagement. Action-driven senior management executive with 10+ years of measurable results - improving operations, building collaborative relationships, developing high performing staff and effectively managing budgets. Visionary leader and change-agent who consistently spends time with employees to encourage learning and promote continuous improvement that results in value-added customer service. Tactful and diplomatic representative who is respected for the ability to engage and develop strong working relationships with diverse constituencies. Executive with broad cross-functional leadership experience across all core business functions including strategy, human resources, finance, marketing, and technology. Effective communicator and relationship-builder who gathers and shares information effectively across all management, department, and discipline levels and fosters collaborative spirit, consistently achieving excellent results. Strategic Planning \* Change Management \* Performance Management Diversity & Inclusion \* Employee Engagement \* Training & Mentoring \* Budget Planning Continuous Improvement \* Team Building \* Strategic Partnerships \* Communication Customer Experience \* Financial Management \* Leadership \* Facility Management

### Professional Experience

Company Name September 2013 to Current Chief Administrative Officer

City , State

- Serving as Chief of Staff, direct the overall strategic planning and implementation, policy development, organizational development, and resource allocation (fiscal, administrative, and staff) for the School of Information.
- Led effort to transition key finance and human resource functions to a shared services center.
- Initiated strategies to improve diversity of applicant pools for staff positions achieving a 15% increase in applications from under-represented minorities.
- Initiated organizational review and development of a five-year strategic human capital plan.
- Originated changes to annual goal setting process to facilitate coordination and collaboration among functional units and improve alignment of unit and individual staff goals with the school-wide goals.
- Oversaw build out and occupation of new facilities to accommodate growth in programs and services.
- Serve as member of American Library Association Accreditation Task Force.

Company Name November 2012 to September 2013 Director of Strategy and Business Performance

City , State

- Drive the use of performance metrics, process improvement and employee engagement for structural reform, innovation and better customer service.
- Overall responsibility for developing strategy, managing business performance, and facilitating both internal and external partnerships.
- Directed implementation of transformational change projects including department-wide inspection process improvement project.
- All projects delivered on schedule and within budget and scope.
- Developed the vision, strategies and standards for the department's Voice of the Customer program.
- Led performance measurement, employee engagement, process improvement and change management efforts with a focus on enabling innovation, reducing waste and improving customer service.
- Initiated creation of a recruitment and selection model to improve diversity of applicant pool and recruit talented people that fit the department's customer focused culture.
- Led implementation of Salesforce CRM to track and manage economic development relationships and activity.

Company Name April 2012 to November 2012 Director

City , State

- Set the strategic direction and led implementation of statewide service and process optimization efforts.
- Identified best practices and tools for assessing process improvement projects, eliminating waste and streamlining services.
- Hand-picked by Governor's Office to support Michigan's Good Government Center of Excellence.
- Led development of vision, strategies and standards for service and process optimization efforts.
- Managed reporting and resource support for more than 100 transformational change projects.
- Developed training program leading to 54 employees earning Lean Green Belt Certificates.

Company Name September 2009 to November 2012 Business Resource & Technology Manager  
City , State

- Directed the development, implementation and ongoing delivery of business process improvement, performance measurement and technology initiatives.
- Envisioned and developed the strategy to drive performance measurement in each business unit.
- Facilitated process improvement, strategic planning and focus group events for multiple state agencies.
- Led strategic effort to reduce cost by integrating and modernizing IT systems.
- Initiated process improvements that resulted in \$105,000 in annual savings.

Company Name August 2004 to September 2009 General Manager  
City , State

- Plan, organize, and manage operations of the Upper Peninsula State Fair including administrative oversight for the operation of MDARD's Escanaba regional office.
- Provided leadership to gubernatorial appointed board in strategic planning and strategy implementation.
- Saved 15% on key services by negotiating several multi-year contracts with vendors.
- Created new products and services to drive a 20% increase in revenue.
- Recruit, hire and train more than 100 seasonal and temporary staff annually.
- Received the Community Foundation of Delta County Big Hitter Award for creating the Upper Peninsula State Fair Foundation to enable charitable giving opportunities.

Company Name February 2002 to August 2004 Assistant Store Manager  
City , State

- Promoted to direct and lead the day-to-day management of all hardgoods sales departments.
- All departments achieved leadership in key performance metrics across entire retail channel.
- Full P & L responsibility for a division with more than \$40 million in annual sales.
- Initiated a sales training program resulting in a 22% increase in sales per transaction.
- Conceived and led initiative to improve warehouse inventory location accuracy.
- Results included an increase in location accuracy rate from 55% to 95% and \$500,000 decrease in inventory shrink losses.
- Redesigned seasonal merchandise planning and reporting process which Cabela's adopted as a best practice for all retail stores.

Company Name June 2000 to February 2002 Department Manager  
City , State

- Hired to direct and lead a team of sales associates responsible for producing consistent positive sales performance through the day-to-day management of a specific department.
- Full P & L responsibility for a department with more than \$6 million in annual sales.
- Received Cabela's Outstanding Leadership Award and Customer Service Excellence Award.
- Hired, trained and managed a customer-focused team of 32 staff; five staff promoted in 2 years.
- Selected by store manager to mentor and coach new and underperforming department managers; helped several managers improve their sales and customer service performance.

Education

Baker College Master of Business Administration : Finance City , State Finance

Michigan State University Bachelor of Science : Fisheries and Wildlife City , State Fisheries and Wildlife

#### Professional Affiliations

Certifications Lean Leadership, University of Michigan College of Engineering, 2014. State of Michigan Certified Lean Process Improvement Consultant, 2009

#### Interests

Member, Pastoral Council, St. Mary Parish, Chelsea, MI, 2015-present. Co-chair, Taste of Chelsea Event Committee, Chelsea, MI, 2013 - 2015. Grand Knight, Saint Louis Guanella Council Knights of Columbus, Chelsea, MI, 2012-2014 & 2000-2002. President, Escanaba Area Catholic Board of Education, Escanaba, MI 2005 - 2008. Member, Board of Directors, YMCA of Delta County, Escanaba, MI, 2006-2008 Strong Kids Campaign General Gifts Chairperson, YMCA of Delta County, Escanaba, MI, 2007 - 2008 Allocation Team Member, United Way of Delta County, Escanaba, MI, 2007-2008.

#### Skills

administrative, budget, business process improvement, change management, coach, contracts, Customer Service, delivery, direction, finance, focus, functional, goal setting, Government, human resource, innovation, inspection, inventory, Leadership, managing, mentor, Office, negotiating, optimization, organizational development, organizational, policy development, process improvement, producing, recruitment, reporting, retail, sales, sales training, Salesforce CRM, store manager, strategy, strategic, strategic planning, vision, reducing waste

#### Additional Information

- Community Outreach & Volunteerism Member, Pastoral Council, St. Mary Parish, Chelsea, MI, 2015-present. Co-chair, Taste of Chelsea Event Committee, Chelsea, MI, 2013 - 2015. Grand Knight, Saint Louis Guanella Council Knights of Columbus, Chelsea, MI, 2012-2014 & 2000-2002. President, Escanaba Area Catholic Board of Education, Escanaba, MI 2005 - 2008. Member, Board of Directors, YMCA of Delta County, Escanaba, MI, 2006-2008 Strong Kids Campaign General Gifts Chairperson, YMCA of Delta County, Escanaba, MI, 2007 - 2008 Allocation Team Member, United Way of Delta County, Escanaba, MI, 2007-2008.