

SENIOR ADMINISTRATIVE MANAGER AND CHIEF OF STAFF

Promoting an organization’s vision and mission by managing and mobilizing people, streamlining operations, protecting finances, and supporting the board and senior executive team

Highly capable, trustworthy administrative expert with proven experience shaping and advancing strategy through operations, communications, and systems leadership. Collaborative leader and go-to person with a history of supporting and guiding boards of directors and executive teams in tackling obstacles and achieving ambitious, long-range goals. Excellent career combines relevant education (MBA) with 20+ years in nonprofit and private settings. **Core skills and achievements:**



**ORGANIZATIONAL VISION, STRATEGY & ADMINISTRATION:** Energized and completed a stalled strategic planning process for the Company X Association. Restructured three departments in 18 months, and instituted a new corporate culture for West Company Y System, cutting costs and improving service.



**CEO, BOARD & EXECUTIVE SUPPORT:** Advised, assisted, and represented executives with expertise and unwavering professionalism. Contributed to financial, operational, and administrative planning and prioritization. Managed executive communications and relationships.



**PERFORMANCE & PROCESS IMPROVEMENT:** Built a reputation for anticipating and solving problems before they arise, and engaging employees to enhance productivity and performance at all organizational levels. Increased staff/executive engagement, improved collaboration, and eliminated inefficiencies.



PROFESSIONAL EXPERIENCE

Company X Association | Company X Volunteer Council | Other Organizations – Arlington, VA

**Senior Administrative Consultant** ▪ 2017 to Present

Stepped into key contracting roles, leveraging experience in administrative management, budgeting, and strategic planning, to drive efficiency and cost savings for non-profit organizations and groups.

- **Financial Management and Events:** Coached and advised the Company X on RFP processes and meeting/event production, and negotiated contracts for the 2018 annual meeting.
- **Organizational Development:** Sought out by the Company X Volunteer Council to provide meaningful insights on pricing, positioning, and other strategies to assist people with health issues.

Company X Association – Arlington, VA

**Chief of Staff | Governance Officer** ▪ 2015 to 2017

**Managing Director of Governance, Meetings/Travel, and Executive Office** ▪ 2004 to 2014

Planned and directed administrative, financial, and operational activities for the President and CEO, and served as liaison to the Board of Directors, senior management, and stakeholders. Ensured that daily operations aligned with the CEO’s vision and organizational strategic plan for association with two subsidiaries, approximately \$200M in revenue, 650+ staff, and nearly 1M volunteers. Established open lines of communication with corporate donors to ensure wise stewardship of funds.

- **Strategic Planning:** Selected by the CEO to take over a strategic planning process when a senior staff member was dismissed (earning high praise from board leadership). Facilitated the effort to reimagine and develop a global, population health-based, technology-focused future for the organization to make even further advancements for individuals with medical issues.
- **Restructuring and Change Management:** Navigated major transformations, including the onboarding of eight CEOs during tenure. Guided reorganization projects, and collaborated with a senior staff member in planning and executing two significant reductions in force with minimal disruption. Interfaced with leaders and staff to sustain relationships and morale.
- **Organizational Growth and Development:** Provided strategic support in establishing a Sports and Entertainment department that recruited celebrities/athletes as advocates and spokespersons. Represented the CEO in strategic partnership with the NFL Players Association. Fostered relationships with U.S. and international government officials, leading the association to be granted full membership and admission to the World Economic Forum. Liaised with stakeholders in Geneva.
- **Executive and Board Assistance:** Managed the CEO’s office. Planned numerous meetings and ~80 formal events per year. Coordinated and attended all national board meetings; facilitated board communications, and tracked decisions and outcomes. Selected officers/board members as member of the Board Development Committee. Redefined bylaws while serving on the Bylaws Committee. Eliminated \$1.4M in travel expenditures through RFP process overhauls and contract renegotiations.

Company T System – Lansing, MI

**Vice President of Administration | Vice President of Hospital Operations** • 1999 to 2004

Appointed key advisor to President/CEO during a period of change and transformation, including health system consolidation and the acquisition of seven hospitals in the Lansing area. Served in two concurrent VP positions, overseeing administration for the 13,000-employee health system and directing operations for the flagship, 650-bed hospital. Managed accreditation processes for all hospitals.

- **Organizational Strategy:** Worked with the CEO to infuse energy into the organization and implement a new culture of service excellence, cleanliness, and food quality—skyrocketing patient and physician satisfaction. Drafted annual goals and objectives for the executive leadership team. Collaborated with the CEO and senior executives in defining metrics to accurately measure results.
- **Turnaround and Reorganization:** Restructured three hospital departments in 18 months, and provided leadership in identifying and capitalizing on opportunities for service optimization, patient care, and cost containment. Played integral role in developing a strategy to successfully and engagingly present a new corporate identity to business and political leaders.
- **Performance Improvement:** Partnered with the CEO in designing and rolling out health system-wide support functions to increase efficiency and productivity across Legislative Affairs, Human Resources, and Corporate Compliance departments. Proactively sought out areas to streamline and improve processes for greater impact and effectiveness.
- **Executive and Board Assistance:** Provided insights, expertise, and support to the CEO. Managed meetings, annual retreats, off-site educational activities, gala openings, dinners, and other events (20 formal events per year) for the board of directors. Liaised with system-wide and hospital boards and committees. Participated in establishing new boards and appointing new members; created support processes and orientation programs.

Michigan State University Hospital – Lansing, MI

**Special Assistant to the President and CEO** • 1993 to 1999

Provided unparalleled support and assistance to the CEO of 570-bed tertiary teaching hospital with 3,700 employees. Oversaw hospital operations and functioned as Chief of Staff while also supporting the board of directors and associated committees. Supervised four executive assistants and 12 direct reports (450 staff).

- **Budgeting and Cost Reductions:** Saved >\$1M by co-leading review of organizational structures and budgets for core Administrative Services departments of four newly acquired facilities. Reduced costs \$3.2M by negotiating vendor contracts for Operational Service department improvements. Saved \$125K by standardizing contract and supply agreements. Cut costs >\$50M annually by researching/implementing an electronic system to monitor cafeteria meal card usage.
- **Revenue Growth and Performance Improvement:** Revamped medical staff credentialing processes and created a compliance program that earned high marks in national accreditation review. Drove reimbursement \$850K by co-leading impact assessment of graduate medical education in three teaching hospitals. Created formal assessment process for the senior leadership team.
- **Project Planning and Management:** Directed operations and oversaw projects within Housekeeping, Dietary Services, Graduate And Continuing Medical Education, Medical Staff Credentialing, Patient Transport, Patient Relations, Physician Relations, and Pastoral Relations departments. Managed \$1M renovation project for the cafeteria and central meeting rooms; coordinated design decisions with leadership teams, architects, interior designers, art gallery, and construction staff.
- **Service Excellence:** Introduced a patient-focused care model in alignment with the hospital's new strategic plan, reducing costs in the service department while improving satisfaction from 64% to 97%.

*Additional Experience:*

**Special Assistant to the CEO** | Michigan State University Hospital – Represented the CEO to the hospital, medical center, and university staff of 609-bed acute care teaching/research hospital. Structured the hospital's executive office, implemented new technologies, and streamlined operations, improving problem solving, boosting staff performance, and saving >\$75K annually.

**Staff Associate, Project Administrator, and Assistant Study Director** | National Academy of Sciences Institute of Medicine – Earned prestigious award for designing, coordinating, and overseeing a highly complex, multi-year, multimillion-dollar physician study project in collaboration with Company Y.

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EDUCATION

**Masters of Business Administration (MBA)**

Joseph M. Katz Graduate School of Business, University of Pittsburgh – Pittsburgh, PA

*Completed Service Excellence Intensive Training Programs at Disney University, Ritz Carlton, Nordstrom's, and Press Ganey Associates*