

Susan Mooney

Organizational Transformation – Strategic Realignment – Process Design And Facilitation

Executive Summary

- Flexible Leadership
- New Solutions to Old Problems
- Strategic
- Relationship Building
- Organizational Alignment
- Power and Oppression Analysis
- Interconnecting Individual, Group and Social Change
- Social Justice Movement Activist
- Team Building and Mentoring
- Problem-solving
- Nuts and Bolts Managing
- Self-reflective
- Program Building
- Communications to internal and external audiences
- Courageous and Compassionate
- Connects learning and action

Accomplished Organizational Development Professional with 10+ years of experience focused on transitions and transformations.

Focused and Resourceful with an extraordinary suite of skills and demonstrated experience in nonprofit management and development including sophisticated financial management, fundraising, human resources, and board development.

Effective Communicator of complex information and attentive active listener who possesses exceptional collaborative and facilitation skills that promotes creative thinking, results in new approaches to old problems and sparks courageous action.

Flexible and Adaptive Leader who has succeeded in the trenches of progressive social change.

Committed Social Change Agent with real world experience on a broad range of social justice issues who has succeeded in multicultural environments by being adept at working in groups that include diverse perspectives and backgrounds.

ORGANIZATIONAL TRANSITION ENGAGEMENTS:

Served in a wide range of capacities in progressive social justice organizations undergoing transition in leadership. In all cases I played a dual role of managing day-to-day operations and stewarding organizational change. In Executive roles my responsibilities included fundraising, administration, finance, program management and donor and community relations as well as conducting comprehensive organizational assessments; addressing critical vulnerabilities in programs, structure, personnel and fiscal health; facilitating recruitment and selection of permanent executives; maintaining programmatic integrity and effectiveness; and ensuring stability of external relationships. In each engagement I provided critical support to Board and staff through changes.

Organizations:

Executive Director

October 2010 – April 2011

GroundSpark, San Francisco

GroundSpark is a 30 year-old organization that creates films and educational campaigns that move individuals and communities to take action for a more just world. The core project “Respect for All” has films and tools for for k-12 schools to address bullying and harassment based on race, gender, sexual orientation, gender identity or expression, class and physical and mental ability. Staff of 5, \$900,000 budget.

Associate Director for Organizational Capacity

November 2008 – October 2010

Chinese for Affirmative Action (CAA), San Francisco

CAA is a 40 year-old organization that works for the civil and political rights of Chinese Americans and to

advance multiracial democracy. CAA is a progressive voice in and on behalf of the broader Asian and Pacific American community, advocating for systemic change that protects immigrant rights, language diversity, and racial justice. Staff of 14, \$1.2 million budget.

Interim Executive Director September 2006 – July 2008
Asian Law Caucus (ALC), San Francisco

ALC is the nation's oldest legal and civil rights organization serving low-income Asian Pacific American communities. Program areas include tenants' rights, immigration, employment, and juvenile justice. ALC has a staff of 18 and a \$1.4 million budget.

Interim Chief of Staff November 2004 – March 2006
California Labor Federation (CLF), AFL-CIO, Oakland

The California Labor Federation, AFL-CIO (CLF) is an affiliation of 1200 local unions. As the state federation of the AFL-CIO, CLF coordinates statewide political, public policy and organizing campaign to promote the rights of working families and build the power of local unions. CLF has a staff of 22 and a \$4.8 million operating budget.

Interim Executive Director October 2003 – October 2004
National Lawyers Guild Bay Area Chapter (NLGSF), San Francisco

NLGSF is a Professional Association of progressive attorneys and legal workers whose mission is to impact the social and legal system to ensure that human rights are held as more sacred than property rights. Comprised primarily of volunteers who self-organize on a wide range of progressive issues, NLGSF has a staff of two and a \$275,000 budget. NLGSF is a highly political environment, with many diverse stakeholders with deep investment in the direction of the Chapter.

Interim Executive Director August 2002 – July 2003
Rebuilding Together San Francisco, (RTSF) San Francisco

RTSF organizes teams of volunteers to renovate nonprofit facilities and the homes of low-income seniors and people with disabilities. Other programs include emergency repair, latex paint recycling and Home Safety and Independence, which completes minor safety modifications such as grab bar installation. RTSF has a staff of seven and an \$800,000 budget.

Interim Executive Director November 2001 - May 2002
Center for Domestic Violence Prevention (CDVP), Burlingame

CDVP is an agency providing a full array of services to those impacted by domestic violence with 30 employees and a \$1.8 million budget. Services include emergency shelter and transitional housing, emergency outreach, support line, legal, counseling and community education.

Interim Director, Employment and Training Department December 2000– March 2001
STAND against domestic violence, Concord

STAND is an agency providing a full array of services to those impacted by domestic violence. The Employment and Training Department was established in 2000 to provide training to allied professionals and support institutional change in county social services. *5 staff, \$300,000 budget (department only)*

Notable Accomplishments:

- Implemented Capital Campaign for model project to create Chinatown's first affordable housing co-op, including the creation of a permanent home for the organization I was working with. Raised over \$300,000 from individual donors.

- Worked with Executive Board to heal rifts within progressive membership organization, including coordinating communication with members, major donors and allied organizations. Assessed internal operations and stabilized day-to-day operations following sudden departure of staff members just prior to my arrival.
- Provided stewardship of process for solidifying vision and leadership of next generation without sacrificing the legacy of the founding generation.
- Interrupted a 10-year revolving door of leadership in organization by addressing root challenges in organizational dynamics.
- Provided stewardship of process for Board and staff exit following unsuccessful Founder transition, including risk management, process facilitation and document preparation.
- Worked with Board and Executive Director to replenish \$250,000 reserves depleted in previous 3 years.
- Ensured stability of organizations' relationships with a diverse group of stakeholders including government and foundation funders, corporate sponsors, skilled volunteers and in-kind donors.
- Reduced budget deficit from \$200,000 to approximately \$6,000 through a combination of cost cutting measures and raising almost \$100,000 in urgency funding from individuals and institutions
- Updated fiscal systems including monthly reports for management and board, budget projection procedures, recordkeeping and cross function communication on fiscal issues.
- Implemented and trained staff on planning process for task and goal management.
- Implemented Planned Giving Program that resulted in 12 confirmed commitments for bequests in the first year of the program.

PREVIOUS EMPLOYMENT:

Director, Rape Prevention Resource Center

1997 – 1999

Project Coordinator 1997

California Coalition Against Sexual Assault (CalCASA), Oakland, California

CalCASA is a coalition serving as a unified voice for the needs of rape crisis centers and survivors of sexual assault, and with a total of 14 employees providing training and technical assistance to 90 rape crisis centers statewide plus the general public.

- Integral to organization's growth from budget below \$50K to \$1.5 million in less than two years, through development, oversight, program implementation.
- Maintained excellent communication at all levels during difficult organizational transition; stepped in to handle ED and controller responsibilities as requested.
- Designed most comprehensive resource library on violence against women in the U.S., currently with more than 4,000 items, available on loan to crisis centers statewide. Developed cataloging, acquisition and evaluation methodologies.
- Supervised creation of: Prevention curriculum, volunteer training, fund development and personnel management manuals; accessible website with developer; referral/service delivery tracking system with database consultant.
- Developed technical assistance services, trained staff in violence prevention and nonprofit management issues. Reported to Executive Director and supervised four program coordinators, one program assistant.

Personal Assistant

1995

Gregg Patyk and Associates, San Francisco, California

- While attending college full time, assisted founder of *Bon Appetit* magazine, in the final stages of illness. Managed closure of his high-end catering business. With no previous catering experience, fulfilled his commitments in six very large weddings. Transferred accounts to an associate.

Research Assistant 1994 – 1995
Kaiser Permanente, San Francisco, California

- Contributed significant data on long-term impacts of sexual abuse. Carefully reviewed medical charts and other documentation. Reported to lead researcher.

Executive Director 1991 – 1994
Sonoma County Women Against Rape, Santa Rosa, California

Organization of 11 paid employees, 30 volunteers, \$450K budget, providing crisis intervention to survivors of all forms of sexual assault, and prevention and educational services to community.

- Dramatically improved internal morale, community visibility, and mission clarity.
- Strengthened community relationships with: Judges, police, DA, hospitals, medical providers, funders, schools, plus a very politicized county government.
- Instituted/upgraded in-house systems: Grant tracking, computers, accounting. Reported to chair of board of directors.
- Supervised seven staff members: program coordinators, bookkeeper, office manager, and administrative assistant.
- Increased annual budget by 20% resulting in implementation of innovative program developed in and by Latina community.

Legislative Representative 1985 – 1990
National Action Against Rape, Oakland and Sacramento, California

Public policy activist organization promoting legal reform to protect rights of victims of sexual assault. Eight staff, 35,000 members.

- Wrote several pieces of legislation. Worked with legislators to secure official authors, co-authors. Very active in promoting creation of, and wrote language appearing in, the Violence Against Women Act (VAWA), historically the most significant federal legislation on sexual assault and domestic violence. VAWA has resulted in the funding of hundreds of rape prevention programs in the U.S.
- Testified at hearings. Researched and educated community on legislative issues; wrote legislative alerts. Tracked legislative efforts of related organizations.
- Identified allied individuals and organizations, established cooperative efforts. Reported to Executive Director.
- Provided training on legislative process to activists statewide and nationally.

EDUCATION:

B.A. History of Ideas 2000
New College of California, San Francisco, California