

Elizabeth L. Hedrick

356 Sandy Run
Tucson, AZ 85716

Available for Relocation

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Nonprofit Executive Director • President • CEO

- **Results-driven nonprofit executive** with 24 years of experience directing social services. Proven ability to provide cross-functional team leadership driving performance, program improvement, and quality initiatives, while simultaneously leading external initiatives to reverse community apathy.
- **Proactive, visionary business leader known for ability to win fiercely loyal community support**, develop key coalitions, and build crucial relationships with a shared sense of purpose.
- **Nationally recognized for developing creative programs serving multiple special needs populations.** Deeply committed to improving the lives of emotionally disturbed and developmentally disabled adolescent girls.
- **History of repeated success in turnaround operations** – praised by executives and board members for reversing negative cash flow, rightsizing programs, elevating morale, and overcoming negative community opinions and adversarial relations with regulatory agencies.
- **Respected administrator with a reputation for top performance.** “...displays brilliance in creativity and original thinking...inspires the respect and trust of others through openness and integrity...dedication and commitment to excellence.” – Susan Thompson, EdD, Vice President of Operations.

SUMMARY OF QUALIFICATIONS

- Doctorate in Social Welfare/Certified Social Work Manager
- Executive Leadership & Supervision
- Program Development & Implementation
- Advocacy & Public Policy
- Board Relations
- Licensing & Regulatory Agency Compliance
- Fundraising/Capital Campaigns/Million-Dollar Grants
- Strategic Planning/Privatization Strategy
- P&L Enhancement
- Staff Development & Training
- Coalition Building
- Multimillion-Dollar Facility/Budgetary Administration
- Turnaround Operations/Change Management

CAREER PROGRESSION

NONPROFIT FOUNDATION – Tucson, AZ

Largest nonprofit provider of mental health services in the U.S. with locations in 14 states. Provides residential, day, outpatient, vocational, and educational programs to severely emotionally disturbed and developmentally disabled children and adults.

Director of Santa Barbara Programs, November 1998 to Present

Recruited to formulate and execute strategic plan to turn around poor financial performance and lagging program development. Wholly responsible for operational and fiscal oversight of \$23 million center, with 500+ employees and 200+ developmentally disabled, autistic, and dually diagnosed clients ranging in age from 8 to 88. Develop, implement, and oversee vocational, supported employment, and special education programs on site and throughout the Tucson area. Lead community and regulatory agency relationship-building initiatives and advocate for the developmentally disabled with state government officials to establish viable rates.

Key Accomplishments:

- **Reversed history of politicized, hostile interactions with licensing and regulatory agencies** by establishing cooperative working relationships, culminating in the completion of an 18-month compliance plan. Credited with rescuing operation from threatened closure, relaxing regulatory agency scrutiny, and setting the stage for future growth.
- **Successfully accomplished the rightsizing of operation.**
 - Slashed overhead by 12% – saving \$650K annually – through comprehensive, multi-tiered cost-saving initiatives incorporating staffing, vendor services, and equipment expense reductions.
 - Reduced beds in the children’s program by 61 to combat staffing shortages, skyrocketing overtime costs, sinking employee morale, and serious labor issues in the Tucson area.
 - Restructured and streamlined services by centralizing campus location of program, and implemented fiscal/capital improvements. Major effort accomplished without disruption in service to clients.
- **Developed residential and education programs for autistic children**, resulting in formal recognition by Nonprofit corporate staff as exemplifying best practices. Programs subsequently presented by staff at national conferences.

NONPROFIT FOUNDATION, continued:

Executive Director – Oakgrove, April 1991 to November 1998

Managed a residential treatment center for 70 emotionally disturbed girls, aged 5-21, in state care for abandonment and abuse; a teaching family program for 70 youths aged 5-19 in state care for abandonment and abuse; and a special needs day care center for 100 Protective Services children. Oversaw/maintained physical assets, including 33 acres and 10 buildings.

Key Accomplishments:

- **Recruited to overhaul operations and transform facility into a profitable concern.** Formally recognized by corporate executives for meeting all objectives: completely overturned operational history of persistent underutilization, high vacancy rates, poor community reputation, nonexistent referrals, and facility disrepair by creating an in-demand program with a professional reputation that led to long waiting lists for admission.
 - Spearheaded a comprehensive redesign/overhaul of programs, services, facilities, and staff training.
 - Set up new model of non-hierarchical teams providing more autonomy – and more individual accountability – which dramatically improved morale and staff performance.
 - Directed the physical restoration of 33-acre campus from a sterile environment to one that was recognized as a model therapeutic milieu.
- **Authored detailed proposals and “won” contracts for 100-bed special needs day care center and 70-bed teaching family program** through privatization. Selected from dozens of applicants competing for lucrative contracts – added \$3 million to the bottom line.
- **Successfully met or exceeded seven successive operating plans**, reversing a negative cash flow trend, through the judicious allocation of resources and an internal campaign emphasizing cost-saving measures.
- **Built lasting community support by recruiting and organizing Oakgrove’s first volunteer community advisory board** to provide fundraising and liaison with community leaders. Met or exceeded all fundraising goals.
- **Developed nationally recognized, widely praised programs.**
 - Secured private funding to restore on-site greenhouse and begin an organic farm for innovative Horticulture Therapy program. Program earned national recognition in Garden Design magazine.
 - Partnered with Harvard University team from the Graduate School of Risk and Prevention to create unique Pair Therapy program, published in the book *Fostering Friendship*. Highly successful program paired “victims” with “bullies,” providing both with tools to negotiate the relationship.
- **Adeptly handled media relations and crisis communications**, serving as primary on-air spokesperson for institution.

THE PINES HOME, INC – Morristown, NJ

Private, nonprofit group home for teenaged girls in the care of the state for abandonment and abuse, offering aftercare, residential, and supervised independent living programs.

Executive Director, April 1986 to April 1991

Managed day-to-day operations including program development and expansion, staff supervision, fiscal/facility management, community awareness and support campaigns, service enhancement, grant writing, and fundraising. Reported to and supported the board of directors in providing leadership to the organization.

Key Accomplishments:

- **Coordinated two winning capital campaigns**, raising over \$200K and enabling organization to purchase and renovate a four-bedroom home to provide new independent living program, and the addition to a group home. Provided hands-on leadership for both efforts – from initial campaign concepts to building/renovating homes.
- **Doubled agency’s operations from \$250K to \$500K** by securing grant funding to develop three new after-care programs – a supervised independent living program for girls 18 and older; an “aging-out” program offering life skills education for youths reaching the age limit for state support; and an after-care program providing monetary and case management support for recent graduates of Pines Home or other residential programs. New programs fulfilled critical need for continuing support of disenfranchised youth.
- **Conducted personal outreach to community leaders to turnaround negative opinions** of at-risk youth and garner active community support.
- **Built consensus amongst a fragmented board** that succeeded in delivering unanimous support of agency programs.

EARLY CAREER

ADOPTION SOCIETY OF PHOENIX– Phoenix, AZ

Social Worker, Adolescent Group Homes, June 1976 to April 1986

UNIVERSITY INSTRUCTION

TUCSON UNIVERSITY – Tucson, AZ

Adjunct Faculty Member, 1999 to Present

Teach organizational management and strategic planning courses to both graduate and undergraduate students.

TUCSON UNIVERSITY, SCHOOL OF SOCIAL WORK – Tucson, AZ

ARIZONA UNIVERISTY SCHOOL OF SOCIAL WORK – Phoenix, AZ

CALIFORNIA UNIVERSITY SCHOOL OF SOCIAL WORK – Los Angeles, CA

OREGON UNIVERSITY SCHOOL OF SOCIAL WORK – Portland, OR

Field Work Instructor, 1989 to 1998

Supervised OSU social work students pursuing group work, clinical, administration, or community social work concentrations in field placements.

EDUCATION

TUCSON UNIVERISTY, SCHOOL OF SOCIAL WORK – Tucson, AZ

Doctorate in Social Welfare, May 1998

Dissertation: *Culture and Conflict: A Comparative Study of Organizations*

Selected as Carl Ichan Fellow in Child Abuse

Master's in Social Work, May 1986

Major: **Community Organization**

OREGON UNIVERSITY – Portland, OR

Bachelor's in Psychology, May 1975

PROFESSIONAL MEMBERSHIPS

- National Association of Social Workers, 1985 to Present
- National Network of Social Work Managers, 1997 to Present
- American Association of University Women, 1998 to Present
- Association of Children in Residential Facilities in Arizona, 1986 to 1998 (Vice President, 1996 to 1997)
- Human Services Association of Sonoma County, 1986 to 1991 (Site Review Team Leader, 1990 to 1991)

COMMUNITY INVOLVEMENT

- Board Member, Pine Home, 2000 to Present
- Secretary, Soroptomist International of Sunrise Phoenix, 1999 to Present
- Committee Member/Board of Directors, Girl's Inc., 1999 to Present
- United Way of Sonoma County, Human Services Committee, 1997 to 1998

COMPUTER PROFICIENCIES

- Microsoft Word
- Microsoft Excel
- Corel WordPerfect
- MS-DOS
- Windows 98/95
- IBM PCs

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August 20, 2003

<Name>
<Title>
<Address>
<City, State, ZIP>

Re: Social Services Executive Positions (Nonprofit or Foundation)

Dear <Name>:

If one of your clients is currently seeking an experienced social services executive director, CEO, or president with a proven reputation, my qualifications will be of interest to you. I am a senior level manager with a doctorate in social welfare and extensive experience directing successful social service organizations.

My area of expertise is in program development; I have extensive experience in fundraising and working with governmental and regulatory entities, in addition to collaborating and partnering with other community organizations. My background also includes repeated success in turnaround operations, with the demonstrated ability to reverse negative cash flow, right-size programs, elevate employee morale, grow operations through strategic privatization contract "wins," and overcome lagging community support.

My specialty area is adolescent females and women, and I am deeply committed to improving the lives of those in need. For 22 years I worked exclusively in the development of holistic treatment and education programs for adolescent girls who were in the care of the state for abandonment and abuse, predominantly immigrant and underserved females from diverse cultures.

While secure in my present position as director of Santa Barbara Programs for the largest nonprofit provider of mental health services in the U.S., I am seeking a position that provides an opportunity for innovation and excellence that will truly make a difference in the lives of others. I would also welcome the opportunity to relocate to the East Coast.

Your review of the resume that follows to investigate a possible match with one of your clients is very much appreciated. Should you know of an organization seeking a leader in nonprofit social services operations, then your timely introduction could be beneficial for all concerned.

Thank you for your time and consideration, and I will look forward to hearing from you.

Sincerely,

Elizabeth L. Hedrick, D.S.W.

Enclosure