



San Rafael, CA - cell: (415) 609-3548

[beth@bethschechter.com](mailto:beth@bethschechter.com)

- Highly motivated, senior executive with 22 years of management experience.
- Experienced Nonprofit Interim Executive Director/Interim CEO, with particular specialization in board governance, earned income strategies and organizational structures for maximum performance.
- Results oriented, calm and decisive team leader; adept at problem solving. Strong listening, communication, negotiation, and interpersonal skills.
- Successful at proposal and grant writing, fundraising, marketing, media, and donor communications.
- Sensitive to needs of community and clients, intuitive, caring.
- Well-versed in health plans and managed care products, particularly in behavioral health

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### **Professional Experience**

#### **2010 to present      INDEPENDENT CONSULTANT TO NON PROFIT ORGANIZATIONS**

*Assist organizations with leadership transitions, executive support, organizational and strategy development, and sustainability*

- Executive Transitions and succession planning: providing executive level leadership and problem solving during crucial transitions and turnarounds
- Board development, governance, and strategic program assessment
- Organizational business development, visioning, scaling of programs, earned income funding strategies and sustainability mapping

#### **INTERIM EXECUTIVE DIRECTOR/CEO**

***Agricultural Institute of Marin, San Rafael, CA***, Primary provider of farmers markets and education programs about sustainable agriculture and the value of a local, healthy food system. Serves three Bay Area Counties with 7 markets. Founder transition from an autocratic management structure to a shared-leadership structure. Identified new positions, roles and responsibilities and created much needed personnel and board infrastructure. Duration: 5 months, Mid- December 2017 to May 2018. Budget, \$2.5 million.

***San Francisco Community Clinic Consortium, San Francisco, CA***, represents 11 community primary care clinics through training, technical assistance, quality initiatives, advocacy and policy. Assisted staff and board to successfully achieve a founder transition, including a reinvigorated board and management team. Duration 5 months. Completed October 2017. Budget, \$9.8 million.

***SHELTER, Inc., Concord, CA, Homeless Services serving Contra Costa County***. Primary provider of homeless services for families, veterans, and single adults. Addressed several leadership transitions including Executive Director, COO, and CFO. Worked closely with Leadership Team to rehire, stabilize, review structure, and develop policies regarding reserves and finances. Addressed significant financial crisis. Gained new housing services and support contract of \$930,000 for returning prison detainees. Duration: 7.5 months, October 2015 - May 2016. Budget \$12 million.

**East Bay Agency for Children, Oakland, CA, children's mental health organization serving Alameda County.** Worked with a staff of 130 through a period of growth as new medi-cal and Affordable Care Act funds were received. Built board confidence through development of new governance policies and procedures, new fundraising plans, and policies for applying for new work and building of reserves. Duration: 11 months, January-December 2013. Budget \$10 million.

**San Francisco Girls Chorus, San Francisco and East Bay, CA, music education program for 350 girls ages 4-18 including a performing ensemble of 40 singers who tour internationally.** Working closely with the board to determine right staffing and structure. Due to ongoing deficit and dwindling resources, key focus on development planning and fundraising strategies including major donors and improved events (raising \$150,000 gross/33% over previous year). Property management of large downtown building - Kanbar Center for Performing Arts. Duration: 8.5 months, July 1, 2016 to April 2017. Budget, \$2.4 million, assets of \$6 mil.

**San Francisco Center for Psychoanalysis, San Francisco, CA. Education and training institution in Bay Area since 1947 with 500 members and an active volunteer structure.** Guided the board to consider an Executive Director and more accountable board structure rather than a COO and somewhat ambivalent board. Helped define the structural deficits so staffing changes could be made. Developed many financial and operational policies. Worked closely with a Transition Committee to identify how best to introduce change in an environment skeptical of change. Duration: August 2014 to September 2015. Budget/assets \$4 mil.

**Garrison Institute, Garrison, NY, contemplative retreat and research center.** Clarified role of founders, staff and Board roles. Created new board governance procedures for effectiveness. Secured new programs and hired new staff. Gained new foundation funding and created first ever fundraising event/concert with Phillip Glass raising \$30,000 net. Duration: 11 months, October 2011 to September 2012. Budget \$4.5 million.

**Hillel at Stanford, Stanford, CA, educational and social organization on Stanford campus.** Lead small team through transition from long-term executive. Maintained confidence of large academic and business board in Silicon Valley. Built and gained funding for several new young adult programs and held two high profile events with Tom Friedman and Natan Sharansky. Duration: 11 months, 2010-11. Budget \$1.2 million, investments of \$2.8 mil.

**The Gardens at Heather Farm, Walnut Creek, CA, a public educational garden.** A turnaround situation that involved new staff, deficits and lost credibility. Rehired and onboarded new team, re-established funding relationships and gained new contracts and a critical capital improvement project through the city at no cost to Gardens. Reinvigorated the board, gained new agreements and developed board policies and agreements. Created a successful annual appeal and major gifts program. Duration: 9 months, 2014-15. Budget \$500,000.

#### **INTERIM DEPUTY DIRECTOR/COO**

**Edgewood Center for Children & Families, San Francisco, CA, children's mental health organization serving San Francisco and San Mateo.** Assisted Executive Director of 9 years with her exit by managing senior and middle managers, built insurance contracts for fee-based revenue, and onboarded new Chief Program Officer. Duration: 5 months, 2010. Budget \$21 million.

**Organization for Refuge, Asylum and Migration, San Francisco, CA, start-up nonprofit for LGBTQ international refugees.** Helped Founder consider new staffing structures and new leadership role for

himself. Served as primary staff manager while ED travelled extensively. Duration: 5 months, 2011-2012. Budget \$1.2 million.

#### **SAMPLE OF OTHER CONSULTING PROJECTS 2010-15**

- **Board Governance- BimBam, Oakland, CA-** Children’s Educational film company, (2017)
- **Start-Up New Non Profit- My Digital Tat2, Palo Alto, CA,** digital and cyber safety education and teacher training for children and teens; placed new ED (5 mos 2017)
- **Board Governance and Planning- AVANCE, Inc., San Antonio, Texas,** chapters throughout Texas, multicultural parent education, family life enhancement. Assisted Board to better understand and manage the challenges of a multi-chapter structure and leadership of this \$50 million service organization (2015)
- **Teen Engagement - Tri-Valley/Tri-City Jewish Teen Engagement Project, Pleasanton, CA,** Worked with several religious organizations to understand how to better engage and integrate teens into collaborative programming (2015-16)
- **Technology Enhancement- Santa Clara County Domestic Violence Consortium, San Jose, CA,** Assisted nine DV organizations to create the collaboration and systems needed to share leadership and incorporate technology solutions (2014-2016)
- **Coaching and Planning- Infant Parent Program, UCSF, San Francisco, CA,** strategy planning and coaching to determine how best to serve babies and parents (ended December 2014)
- **Janus of Santa Cruz, Santa Cruz, CA (2011-2014)**
  - Leadership Team study and training to enhance effectiveness
  - Earned revenue initiative and customer service training
- **Teen Engagement- North Peninsula Teen Development Collaborative, Foster City and San Mateo, CA,** designed new collaborative program involving nine institutions, wrote proposal and gained funding (2013-14)
- **ED Turnover Study- Van Alen Institute, NYC (2012)**
- **Business and financial planning- Z Space Studio, San Francisco, CA,** for theater company sustainability (2012-13)
- **Assessment of Programs - Ganon Early Childhood Center, Temple Beth El, San Mateo, CA,** analyzed quality improvements and future strategy for sustainability (2011)
- **Special Needs Programming- Jewish Community Federation of San Francisco and Bureau of Jewish Education, San Francisco, CA,** implementation of newly funded program with 10 partner organizations (2011-12)

#### **Employment Positions - Chronology**

##### **2005 to 2010                      Director, Peninsula Region**

*Jewish Family and Children’s Services. \$30 mil social service agency serving Bay Area*

- Rebuilt important region for JFCS with numerous programs for adults, seniors, children and families. Overall budget: \$6-7 mil. Parents Place, Early Childhood Mental Health, Seniors At Home, Youth development activities; disabilities and financial aid services.
- Created reinvigorated business model for Parents Place along with Stanford Alumni Consulting Team. Increased client base by 25% and saw ROI on new practices in less than six months. Increased fees by 43% in less than two years.
- Gained First 5 funding for ambassador program for Latino community in Mountain View and Sunnyvale. Included training of volunteers, family resource centers, parenting classes.
- Developed blueprint for a collaborative special needs initiative, a consortium of 10 institutions.

##### **2003 to 2005                      Director, New Business Development**

*WestEd, San Francisco, CA. \$100 mil research and evaluation institute in education and health.*

- Defined vision and goals of institutional development department within a then \$70 million educational R&D and technical assistance organization.
- Trained staff in resource development practices, business planning, proposal writing, contract development and negotiation, product and service development, market analysis.
- Developed winning proposals, negotiated partnerships and collaborations.

**1998 to 2003                      Executive Director/CEO**

*Community Violence Solutions, Contra Costa and Marin Counties. Violence prevention, child abuse forensic interview center, sexual assault victim advocacy and counseling*

- Doubled agency revenue in less than three years from \$1 mil to \$3 mil. Maintained balanced budget.
- Collaborative strategic planning process to adopt a new name and mission for the organization (formerly Rape Crisis Center). Developed/executed five-year strategic plan.
- Developed/executed numerous policies and strategic business and marketing plans.
- Collaboratively lead the development of the Contra Costa County Children’s Forensic Interview Center; gained accreditation with National Children’s Alliance, Washington, DC.

**1995 to 1998                      Director, New Business Development**

*United Behavioral Health (United Healthcare specialty company), San Francisco, CA*

- Quadrupled size and reorganized a visible, growing department within a \$350 million dollar organization. Increased productivity of department by 116% in two years.
- Managed complex projects that included multi-million dollar proposal budgets, strategic writing, editing, companywide collaboration and new communications materials

**1991 to 1995                      Executive Director/CEO**

*New Connections, Concord, CA. \$1.3 mil behavioral health services*

- Achieved agency growth of 75% in three years.
- Developed policies for Board and agency improvement; developed/achieved three-year strategic business plan; new training and fundraising.
- Negotiated/maintained numerous government, education, managed care contracts/grants.
- Developed new programs for adolescents, adults, and families; achieved successful client outcomes.

**1989 to 1991                      Executive Director/CEO**

*Center for Human Development, Pleasant Hill, CA. \$4 mil Prevention and education programs and workforce diversity training.*

- Led team of 40 staff in 5 Bay Area locations.
- Developed/executed a three year strategic plan; improved effectiveness of Board of Directors.
- Developed fee based services including parenting and diversity trainings.

**1985 to 1989                      National Program Director**

*Pacific Institute for Research and Evaluation, CA and Bethesda, MD*

- Team member/leader of major national health promotion program and campaign for children.
- Recruited and trained national team of 22 consultants for a national volunteer network.
- Primary liaison to staff of First Lady Nancy Reagan, state elected officials, celebrities, and media.

**Education**

- 2002**                      **MBA**, Organizational Leadership  
John F. Kennedy University, Orinda, CA. Received School of Management, Edmund P. Learned Award for outstanding graduate scholastic achievement, June 15, 2002
- 1980**                      **MPH**, Community and School Health Education, CA State University, Northridge
- 1978**                      **BS**, Health Sciences, Cum Laude, CA State University, Northridge

### **Professional Training (Selection)**

- 2015**      ***The Course for Human Centered Design***, 7-week team course offered through IDEO for creating more impactful and sustainable programs
- 2014**      **Technology of Participation**, facilitation training on consensus building and action planning
- 2013**      **Mobilizing Your Nonprofit Board** (certificate program), Harvard Kennedy School, Jan-April, taught by Dr. William Ryan of the Hauser Center for Nonprofit Organizations
- 2011**      **Leading a Nonprofit Turnaround**, Compasspoint, San Francisco, CA
- 2011**      **Non-Profit Board Education Certificate**, BoardSource, Washington, DC
- 2010**      **Succeeding as an Interim Executive Director**, Center for Volunteer and Non-Profit Leadership, San Rafael, CA

### **Other Affiliations**

Member and Co-Founder, Bay Area Interim Executive Directors Network 2012, current  
Member, Alliance for Nonprofit Management, Executive Transition/Leadership Continuity  
Past Member, Bay Area Nonprofit Consultants Network, 2013-2016  
Board Member, Friends of Infant Parent Program, San Francisco, 2017-current  
Board Member, Counterpulse, San Francisco, 2013-2016  
Board Member and Treasurer, Z Space, San Francisco, 2007-2012

**Additional information and references available upon request.**