

**Executive Administrator/ Chief of Staff** with extensive experience in leading initiatives, projects/ programs, and nurturing teamwork in the nonprofit sector. **Skilled project manager with excellent communication skills, adept at creating cross-functional lines of connection and spearheading interdepartmental initiatives, projects, and programs.** Twenty years' experience in administrative improvement, including ten years working directly with CEOs and nonprofit/arts boards. Excellence-driven and detail-oriented, with a sophisticated sense of interpersonal and situational dynamics, plus an aptitude for project management and work-culture enrichment.

*Concise summary resume available if preferable.*

## PROFESSIONAL EXPERIENCE

---

### THE RUBIN MUSEUM OF ART, New York, NY

2012 – Present

*Dedicated to the art of Tibet and surrounding regions, with an annual budget of \$12M and a staff of 60, the Rubin's mission is to foster understanding and appreciation of Himalayan art and ideas. The New York Times called it "one of the biggest-thinking, small museums in Manhattan".*

#### ***Liaison to the Director's Office & Board of Trustees [2020 – Present]***

Key organizational liaison (*de facto Chief of Staff*) between board of trustees, senior leadership, and staff. Act as thought-partner to the executive director, structuring processes and interfacing with consultants and board members for strategic planning to enhance organizational communication and trustee engagement.

- Core duties and responsibilities include:
  - Support executive department of executive director and six (6) department directors, including managing communication, resources, budgeting, and travel.
  - Coordinate all board and trustee-committee meetings, documentation, and communication by creating/ maintaining systems and processes, and supervision of an interdepartmental support team.
  - Drive strategic refinement by creating confident and well-supported proposals, debating points for proposed tactics, playing "devil's advocate" and providing insight into interdepartmental dynamics, personal relationships, and staff retention and morale.
  - Schedule with timely effectiveness—including coordinating biweekly executive-team meetings—and follow through on action items and project progress, thereby strengthening interdepartmental communication and collaboration, and improving staff efficiency.
- Significant projects:
  - "Unified Performance Metrics" project: Designed and implemented the largest interdepartmental project in the history of the Museum by creating data-gathering standards and a uniform and comparable data repository/ metric reporting system with existing tools; which increased use and usefulness of metrics, reduced labor, and improved data access and turnaround from days to minutes without additional cost – leading to better data-driven decision-making.
  - Staff Attendance System: Improved organizational efficiency and accuracy—using existing infrastructure and reducing labor and related costs—by spearheading the development, testing, and implementation of an institution-wide paperless system to manage staff attendance records and leave requests. Project scope included: coordinating planning and implementation with HR and IT leadership; building a folder system and security protocols; designing an improved interface and forms; and testing and maintaining the system.
  - New on-boarding and work-culture enhancement processes: Creating materials to communicate organizational culture, break down departmental silos, improve access to required resources, and

encourage a more inclusive and empowering organizational culture. Project scope includes: designing new- and existing-employee trainings; incorporating a project-management tool practice; and implementing cross-functional communication protocols.

#### ***Assistant to the Executive Director & Board Liaison [2015 – 2019]***

Served as executive assistant to the Chief Executive Officer (CEO), as lead administrative coordinator, and key organizational liaison between the board of trustees and staff.

- Partnered with the board and executive team to help leadership focus on both near-term and longer-term objectives, coordinating two (2) major strategic cycles: the first creating a three-year strategic plan, and second overseeing the museum’s re-visioning process.
- Helped trustees and senior leadership identify strategic priorities and tactics for the next four (4) years by creating a quantified “report card” on the strategic plan: analyzing existing and creating new metrics that helped pilot successive iterations of strategic plan and visioning processes.
- Created a digital platform to document the Museum’s history and significant events (*from its founding*) that continues to be used to chronicle events and successes for use in reference and metric analysis. Project scope included:
  - Designing a rubric to determine relevant entries,
  - Building, refining and improving staff access to collaborative platform, and
  - Maintaining and improving semi-annual all-staff process.
- Planned and coordinated monthly all-staff meetings, serving as key interface between the museum’s directors and staff, directing logistics and technical requirements to ensure productive presentations and Q&A sessions, and as well as cross-organizational and outward-facing communication around strategic goals.

#### ***Assistant to the Executive Director [2012 – 2014]***

Served as executive assistant to the CEO, and coordinator with the board and administrative staff.

- Converted a key reporting tool from a sprawling, irregular, narrative document to a quantifiable, strategically-relevant, metric-based, historical record for use in analytics, planning, and grant applications. Project scope included:
  - Partnering with department heads and staff to identify goals and pinpoint relevant metrics,
  - Building a reliable submission system and schedule, and
  - Drafting and refining a concise, visually-appealing report format.
- Enhanced trustee operations and communications via the creation of an online gateway, providing up-to-date, continually-available information and means of communication spanning every aspect of trustee work; from sharing documents, to scheduling retreats, to staff and trustee recruitment. Project scope included:
  - Leading and managing the identification of trustees’ and organizational needs critical to timely information and communication,
  - Conceiving, designing, and implementing two (2) websites for use by trustees and staff,
  - Working closely with IT head and lead web designer to plan and maintain a primary site to serve as a hub for any and all Trustee communications, logistics, and documentation; as well as a secondary website to serve as an accessible archive for press.

*Continued...*

**TELMAR INFORMATION SERVICES CORP., New York, NY****2008 – 2012**

*Telmar develops media-planning and business-intelligence solutions to advertisers, agencies, media companies, and data suppliers. With offices in the US, UK, Europe, Africa, and Asia, Telmar generates approximately \$17 M in annual revenue on average.*

**Manager, Office Operations**

Managed office logistics, including resources, invoicing, and facility maintenance. Supported several administrative areas, such as human resources, legal preparation and revisions, and corporate filing and documentation.

- Reclaimed an inherited backlog of institutional knowledge—unintentionally silo-ed by senior and retired staff—unearthing valuable information and improving past and future agreement monitoring and terms. Project scope included:
  - Devising and implementing an agreement- and contract-indexing system for both vendors and clients, via exhaustive file searches across several locations,
  - Organizing and centralizing previously distributed and disorganized files and filing systems, and
  - Creating a file index and establishing protocols, thereby creating a fully accessible, master file index.
- Reduced labor costs, centralized and streamlined record-keeping, boosted consistency and ensured accuracy year-over-year by building a secure workbook for annual 401k compliance testing.

**ADDITIONAL RELEVANT EXPERIENCE****LAW OFFICES OF MONA R. MILLSTEIN, New York, NY****Administrative & Legal Assistant**

Supported office logistics, including managing client relations, resources, and invoicing, interacting with clients, opposing counsel, and courts. Created, prepared, and edited contracts, briefs, narratives, transcription and case research.

- Shortened new-staff learning curves via: developing centralized, linked, and regularly updated forms; writing and organizing process tutorials; and producing a comprehensive guide to complete and file various legal documents.

**BI-JINGO!, New York, NY****Workshop Facilitator, Contractor**

Facilitated and led training for senior and mid-level leaders in navigating challenging leadership scenarios. Repeat engagements with National Grid, Goldman Sachs, and Deutsche Bank.

**JOHN C. BECK PUBLISHING, Scranton, PA****Proofreader & Copy Editor**

Proof-read and revised reference texts in various stages of development, focusing on consistent decision-making related to product.

**PERFORMANCE ARTS INSTRUCTION & COACHING, East Coast US & Orvieto IT; Workshop Creator / Leader**

Devised, instructed and co-taught performance arts, using classroom, workshop, and professional-training settings; worked at variety of scales and with students ages 14–65, emphasizing teambuilding, creativity, collaboration, risk-taking, and trust.

**TECHNOLOGY**

**Software & Applications:** Microsoft Suite (*including Power BI*), Google Workspace, Asana, Box, Slack, ACME Ticketing, Raiser’s Edge, WordPress, SquareSpace, and MailChimp.

**EDUCATION & PROFESSIONAL DEVELOPMENT**

**BFA, Virginia Commonwealth University;** Richmond, VA; graduated with honors.

*Continued...*

## **Executive Certificate in Nonprofit Leadership & Management;**

Austin W. Marxe School of Public and International Affairs at Baruch College (CUNY), New York, NY, in partnership with New York Community Trust (NYCT)

Completed **Leadership Fellows\*** program certification, as part of 2018 (fall) cohort class.

- Piloted and completed an organizational-change project, including the development and lead of two (2) presentations on cooperatively building a unified performance-metrics system and engendering a healthy, data-driven culture.

---

*\*NYCT Leadership Fellows Program is a professional-development fellowship for mid-career, nonprofit leaders. Fellows are nominated by CEOs from more than 5,000 organizations, with candidates evaluated on the criteria of management and leadership experience, analytical thinking, and writing skills. This 12-week, professional-certificate program features a curriculum taught through the lens of real-world issues and trends. Approximately 30 fellows per cohort connect with nonprofit and government leaders for critical conversations and discussions about leadership in the nonprofit world.*

*Leadership instruction, exploration, and discussion themes include the areas of organizational diagnosis, change management, finance and fundraising, communication, and DEI—diversity, equity and inclusion. Fellows convene as a group for full-day sessions with expert instructors, and participate in additional seminars and conversations with prominent nonprofit leaders. Fellows must also complete a proposed change project, including the recruitment and meetings with a change-project mentor. [Source: The New York Community Trust; <https://trustfellows.org/about-us/>]*