

## SUMMARY

An accomplished and visible Business and Nonprofit Executive, Entrepreneur, Community Development Leader and Fundraiser with an outstanding record of success in providing leadership, direction, strategy, collaboration and vision for enterprises at the C-Level; includes creating vibrant communities and transforming nonprofits/businesses/universities through start-up, growth and turnaround. Recognized as a respected, influential leader who drives business growth/fundraising, profitability and culture change using expertise in leadership, strategic planning, capacity building, creating community-based partnerships, health advocacy, research, public policy, branding, marketing, PR/media relations, public affairs, grant pipeline development and management, and community/economic development. An outstanding communicator, relationship and team builder who creates trusted, innovative partnerships.

## EXECUTIVE COMPETENCIES

- Business Executive /Nonprofit Leader
- Business Start-Up/Growth/Turnaround
- Health Research/Public Policy
- Asset-Based Community Development
- Public Affairs/Administration
- Strategic Planning/Business Development
- Fundraising/Public & Private Financing
- Clinical Trial Research Management
- Board Development/Leadership
- Grant Development/Management
- Strategic Branding/Marketing & PR
- Media Relations/Crisis Communications
- Economic Development
- Downtown Urban Revitalization
- Civic Engagement/Community Leadership

## MAJOR ACCOMPLISHMENTS

- As President/CEO of Southwest Center for HIV/AIDS, turned around serious financial losses during significant economic downturn. Redesigned two major divisions to remain financially sustainable; created a strong, reputable nonprofit organization.
  - Structured complex portfolio of \$14M in public and private financing including City of Phoenix voter-approved bond and brownfields redevelopment funding, and raised more than \$23M in government, private donor and foundation funding.
- Led successful development of Southwest Center multitenant, innovative 55,000 square-foot community health/research center in Downtown Phoenix. Collaborated with developers, realtors, attorneys, health administrators, and government/community leaders.
- As Vice Provost at Arizona State University, built a capable, credible campus fundraising and community outreach team, expanding portfolio from \$1M to \$4.5M within three years while leading university re-branding and campus master plan project.
- Member of executive team at New West Energy that successfully launched entrepreneurial, for-profit subsidiary of Salt River Project, operating in California, directing marketing revenues leading to more than \$500M in energy sales within three years.

## EMPLOYMENT HISTORY

### **SOUTHWEST CENTER FOR HIV/AIDS, Phoenix, AZ**

**2007 - 2013**

#### President and CEO

Led the U.S. Southwest's largest nonprofit HIV/AIDS clinical trial research, chronic disease wellness and prevention/education center serving a metropolitan population of four million. Developed executive-level Board of Directors with senior-level finance, legal, HR and banking experience, capable of providing governance and strategic, board-level oversight. Raised more than \$23M in six years.

- Led successful development of innovative, 55,000 square-foot community health and research center; facilitated meetings with City of Phoenix and partnering healthcare leaders (2007–2013) to secure and implement \$3.6M bond financing program to complete project, despite economic downturn and complex regulatory process. Shaped public policy for HIV/AIDS funding.
  - Developed an \$8M naming donation to establish *The Bob & Renee Parsons Center for Health, Education and Wellness*.
  - Established successful \$14M capital campaign ("We Are Here") to create program endowment and operational reserve.
- Simultaneously redesigned and expanded agency's health research and wellness divisions to reduce losses and help the agency remain financially strong through the downturn, from losing \$600K annually in 2007, to research earning \$800K by 2011 and wellness operating at break-even, covered by grants and teaching partnerships. Launched client engagement programs to address social determinants of change, empowering clients to understand the Affordable Care Act and be advocates for their wellness.
- Reorganized, built and led fundraising program and development staff capacity to assume 60% of overall \$3M annual operating budget by 2013, expanding capacity to weather economic volatility by placing emphasis on major gift fundraising and less reliance on events and government funding.
- Assembled interdisciplinary agency team who developed a diverse, robust pipeline of private foundation grant prospects, growing foundation grant support from a single, \$30K grant in 2008 to more than 20 grants contributing \$300K annually by 2013.
- Turned around ineffective government grant management program to establish credibility with federal and state funders, including government grant audit/retention initiative to secure annual renewal (\$1M per year). In 2012, Southwest Center won a \$1M contract awarded by the Centers for Disease Control resulting from team program management and reporting improvements.

President and CEO (cont'd.)

- Instituted/expanded teaching and research partnerships and student internships with more than 10 Arizona universities, community colleges, and professional academic programs, creating a sustainable model of health support service delivery.
- Expanded FDA-regulated clinical trial research business to become a major biomedical contributor in Arizona. Helped bring 32 HIV medications to market, expanding new research for HIV and co-occurring diseases and health monitoring devices. Clinical trial revenues grew 400% and revenues exceeded \$800,000 by 2011.

**ARIZONA STATE UNIVERSITY, Greater Phoenix, AZ****2002 - present**Vice Provost, Office of Institutional Advancement and Public Affairs, ASU at the West Campus (2002-2007)

Directed three major university divisions serving all aspects of external constituent building, including economic development and 20-year long-term master planning to support campus, four colleges, and surrounding community; managed development/fundraising, marketing, public affairs, public events, alumni, media and legislative relations driving student enrollment from 4,000 to more than 9,000 students. Led and accelerated expansion of ASU West Campus fundraising portfolio from \$1M to \$4.5M within three years.

- Strengthened intercampus collaboration to fulfill President Michael Crow's vision of a New American University and "One University in Many Places." Served as credible senior administrator and ambassador for West Campus, bringing strength and collaboration at a time when the university needed competent, innovative and unified leaders. Created a culture of advancement.
- Developed/directed high-volume, top-producing development and community outreach organization delivering consultative support to four deans and dozens of department chairs to implement outreach, board development, and event strategies. Doubled annual media coverage, delivered 400 local, regional/national news placements and managed 120 public events.
- Led cross-functional strategic planning and master planning, ensuring each campus delivered planned clustering of related colleges/schools. Helped restructure campus to deliver liberal arts with responsiveness to regional workforce dynamics.
- Expanded scholarships and funding public policy to support underserved students who otherwise could not attend college.

Adjunct/Practice-Based Faculty, School of Public Affairs, ASU at the Downtown Campus (2011-Present)

Research and teach Community Development and Public Administration courses; topics include business improvement districts, affordable/attainable housing, economic development financing, public policy, bioscience, industry sectors, and civic engagement.

**NEW WEST ENERGY, Subsidiary of Salt River Project (SRP) Water & Power, Phoenix, Arizona****1996 - 2002**Director of Marketing/Communication

Selected as key member of SRP executive team that successfully launched entrepreneurial, for-profit wholly-owned subsidiary operating in California and Arizona during California utility deregulation. Directed marketing initiatives leading to more than \$500M in sales within three years. Team managed start-up with \$6M capitalization, and developed next-phase business expansion plans.

- Developed brand identity/personality, value proposition, marketing/PR outreach, and customer-care strategies to reach customer prospects in California, positioning New West Energy to become among the state's top three energy service providers.
- Worked with Arizona/California economic development organizations and chambers of commerce; analyzed industry sectors, public policies, and positioned New West Energy and SRP as industry leader in a competitive energy marketplace.
- Provided leadership/accountability for financial results (profit/loss, net margin goals, return on marketing investment, budgets and branding), business planning, product mix, organizational development, staff recruitment and major business processes.

**SALT RIVER PROJECT, Phoenix and Page, Arizona****1986 -- 1996**

As Senior Strategic Planning Analyst and in leadership roles within Communication & Public Affairs Division, team-led corporate planning, customer and corporate communication, speechwriting and community relations; served on community boards on behalf of SRP. In print, radio and television media prior to 1986, produced news publications, managed advertising, reported news.

**EDUCATION****Arizona State University, Tempe, AZ****Ph.D. in Public Administration**, School of Public Affairs, College of Public Programs

Primary field of research focused on community networks and downtown urban revitalization in Phoenix, Arizona, using case studies from urban projects across the United States. Research report led to greater collaboration among Downtown Phoenix organizations and citizen groups. Recognized as ASU's 2011 Distinguished Doctoral Student in the College of Public Programs.

**Master of Business Administration (MBA) - Executives Program**, W. P. Carey School of Business**Bachelor of Science Journalism and Broadcasting**, Walter Cronkite School of Journalism, College of Public Programs

## PROFESSIONAL ADDENDUM

### HONORS / RECOGNITION AND COMMUNITY ACHIEVEMENTS

- Received *Peacemaker Award* in 2012 by Valle Del Sol, an Arizona Hispanic social service agency based in Phoenix, Arizona. Recognized for community leadership and service that promotes a civil society and brings diverse communities together.
- Recognized as keynote speaker for China's World AIDS Day in Beijing on December 1, 2011.
- Selected as keynote speaker for 2010 BioTech and Entrepreneurship Conference held in Porto, Portugal.
- Honored in 2008 by the Athena Powerlink Governing Board and Greater Phoenix Chamber of Commerce for dedicated service as a charter member of the Athena women-owned business mentor program.
- Selected for Arizona Town Halls focusing on Leadership and Civic Engagement.
- Numerous speaking engagements on behalf of civic/government, higher education, and leadership organizations (2002-2007).
- Past Valley Leadership Board Chair, and two-time recipient of SRP's noted community service award named after Karl Abel.
- Nominated for the 2001 ATHENA Award, presented by the Greater Phoenix Chamber of Commerce.

### BOOKS AND PUBLICATIONS

- *Downtown Phoenix Rising: A Case Study of Two Organizations Building Social Capital for Urban Core Revitalization*; Arizona State University, 2011. Ph.D. Dissertation research publication available at [www.carolpoore.com](http://www.carolpoore.com).
- *Overcoming Stigma with a Collaborative, Comprehensive Community Approach: Fostering Public and Private Engagement For Preventing HIV/AIDS and Promoting Lifelong Wellness*. World AIDS Day Conference in Beijing, China, Dec. 1-3, 2011. Paper and presentation available at [www.swhiv.org](http://www.swhiv.org) and [www.carolpoore.com](http://www.carolpoore.com).
- *Biotech Employability and Entrepreneurship; Career Investments that Create Lifelong Confidence, Competitive Skills, and Purpose in the Biotech Industry*, 2010. Paper available at [www.carolpoore.com](http://www.carolpoore.com).
- *Building Your Career Portfolio*; New Jersey, Cengage Learning/Thomson Delmar Learning, 2007-present, and The Career Press, Inc., 2001. Published in English, German and Korean.
- Numerous Op-Ed, trade publication articles, news columns featuring business, leadership and communication topics since 1981.

### KEYNOTES, WORKSHOPS, PRESENTATIONS/LECTURES

- Keynote in Beijing, China, 2011 – *Overcoming Stigma with a Collaborative, Comprehensive Community Approach: Fostering Public and Private Engagement for Preventing HIV/AIDS and Promoting Lifelong Wellness*
- Keynote in Porto, Portugal, 2010 – *European FS BioTech Consortium Conference: Biotech Employability and Entrepreneurship; Career Investments that Create Lifelong Confidence, Competitive Skills, and Purpose in the Biotech Industry*
- *Building Your Career and Leadership Portfolio: Four Investments For A Purposeful Lifetime (leadership and development, maximizing purpose, enhancing career and lifetime flexibility)*
- Community Development courses at ASU's School of Public Affairs, focusing on community building and urban planning
- Workshops pertaining to community building, social capital, leadership, and navigating change to produce innovation and impact

### CURRENT LEADERSHIP AND AFFILIATIONS

- **Plan PHX City of Phoenix Leadership Committee Vice Chairwoman**  
Appointed by Phoenix Mayor Greg Stanton to serve on multiyear task force shaping General Plan Update. When developed, General Plan will appear on the City of Phoenix ballot for public vote. The Plan will chart a vision for Phoenix through 2025.
- **Paradise Valley Hospital Board of Directors, a facility of Abrazo Health Care**  
Provides governance for one of the largest healthcare organizations in Arizona, overseeing quality of care for the hospital and signature programs including emergency care, an accredited chest pain center, orthopedics with navigational technology, wound care, sports medicine, rehabilitation services, and comprehensive care for women.
- **Phoenix Community Alliance Board of Directors**  
Since 2009, have served as a nonprofit board member of the leading business development and issues-facilitating organization focused on the Greater Phoenix urban core. Serve on Margaret Hance Park Conservancy Board tasked with revitalizing the park.
- **University of Arizona College of Medicine – Phoenix student rotation oversight**  
Since 2009, have worked with UA College of Medicine—Phoenix administration and faculty to develop research collaboration and a medical student intern rotation program with Southwest Center for HIV/AIDS in late 2012.

**CURRENT LEADERSHIP AND AFFILIATIONS (cont'd.)**

- **Women in Philanthropy and ASU Planned Giving Leadership Council, Arizona State University**  
Charter member of Women & Philanthropy, formed in 2002 and Planned Giving Council, formed in 2013, to develop university advocates and philanthropic supporters.
- **Southwest Interdisciplinary Research Center (SIRC) Advisory Council, Arizona State University**  
Since 2009, have served on community advisory council providing leadership to ASU's initiatives/research projects examining health care disparities faced by underserved populations at national/international levels.
- **Arizona State University Downtown Campus Advisory Board and former Center for Health Innovation & Clinical Trials Executive Committee and Advisory Council**  
Since 2007, have assisted ASU with shaping outreach strategy for its Downtown Campus as well as served on a formative College of Nursing and Health Innovation clinical trials advisory council.
- **Fiesta Bowl Football Championship/Fiesta Bowl Charitable Events Lifetime Committee Member**  
Since 1988, have served as an official ambassador, committee chair, and fundraiser for the Fiesta Bowl, meeting top fundraising goals and chairing Bowl initiatives. Leadership includes chairing the National Championship Game Operations Committee in 2002-2003 and leading committees for Fiesta Bowl Band Championship, Fiesta Futures, Team VIP Hosting, Statewide Marketing, and Fiesta Bowl Parade. Recognized as a Fiesta Bowl Lifetime Committee member.
- **Valley Leadership Chairman of the Board and Member of Class XXI**  
Served on Valley Leadership Board of Directors 2001 to 2006; Valley Leadership Chairman of the Board 2004-05; Board Fund Development Chairman, 2001-2004. Graduate of Valley Leadership's Leadership Institute, Class XXI; serve in Valley Leadership's top donor circle as member of "Community Stewards Society."
- **Leadership West**  
Graduate of Leadership West Class X; serve in Leadership West's top donor circle.
- **Greater Phoenix Chamber of Commerce Member**  
Serve as speaker for Chamber events and mixers.
- **Arizona Town Hall member since 2002**  
Participate in Town Halls (Leadership, 2002 and Civic Engagement, 2012); host regional forums held at ASU's West Campus.
- **Precinct Committeeman, Arizona Republican Party Legislative District 11, now LD-28**  
Since 2000, have attended State and County meetings and served two terms on the board.
- **Pi Beta Phi National Women's Fraternity, Arizona Alumnae Club**  
Have served as career speaker and mentor for sorority's undergraduate students.
- **ASU Alumni Association Lifetime Member**  
Lifetime alumnae member and university donor, investing in university initiatives and scholarships.

**PAST LEADERSHIP AND AFFILIATIONS**

- **Arrowhead Community Bank Board of Directors**  
Served from 2000 to 2007 as a charter board member of Arrowhead Community Bank in Glendale, Arizona, an affiliate bank of Sun Community Bancorp. Helped start the de novo bank. Oversaw bank operations, including loan approvals in excess of \$300,000. Served as board risk liaison, ensuring bank operations adhere to policies outlined in the bylaws.
- **Phoenix Chamber of Commerce Athena Powerlink Governing Board**  
Since 2001, provided governance for a Phoenix Chamber program that offers mentorship for women-owned businesses.
- **ASU College of Public Programs Dean's Community Resource Council**  
From 1988 to 2002, provided leadership and community support for the College of Public Programs. Served on ASU President Lattie Coor's capital campaign and external branding committees to promote outreach and university-wide brand consistency. Served on the College of Public Programs Alumni Board from 1988 to 1996.

**PAST LEADERSHIP AND AFFILIATIONS (cont'd.)**

- **Research Foundation Board of Trustees, International Association of Business Communicators (IABC)**  
Accredited member of a global association for the communication profession since 1988. Past Phoenix chapter president 1993-94; chapter was selected as “International Chapter of the Year” in 1994. Selected “Communicator of the Year” in 1994. Elected by a global panel to serve on IABC’s international Research Foundation Board of Trustees in 2001.
- **Arizona Chamber of Commerce, Member**  
Through Salt River Project and Arizona State University, affiliated with Arizona Chamber 2000 through 2007. Led the Chamber’s Board of Directors strategic planning.
- **Arizona Retailers Association, Board of Directors**  
Served on a statewide board dedicated to lobbying for legislation serving retail and small business interests, 2000 to 2003.
- **Parents Anonymous of Arizona, Board of Directors**  
From 1994 to 2002, served on board of directors. Served as board chairman 1997-98; marketing committee chairman 1995-97; trained crisis line volunteer 1994.
- **Children’s Action Alliance Child Welfare Committee**  
Served on committee committed to preventing child abuse through shaping public policy, 1997-2000.
- **Super Bowl XXX Host Committee Media Hospitality Chairwoman**  
Led committee that planned hospitality services for 3,000 international sports media visiting Phoenix during 1996 Super Bowl.
- **W. P. Carey Executive MBA Alumni Advisory Board, ASU W.P. Carey School of Business (Tempe Campus)**  
Since 1999, have advised college administrators about executive MBA programming and alumnae relations.
- **ASU School of Global Management and Leadership Dean’s Advisory Council, ASU at the West Campus**  
From 2007 to 2009, served as a community leader advisor to the Dean, shaping strategies for degree offerings, outreach, and linkages to local and global business needs.
- **City of Phoenix Public Commission: Phoenix Pride Commission**  
Appointed by Phoenix mayors Phil Gordon, Skip Rimsza, and Paul Johnson, to serve on civic commission, marketing City of Phoenix from 1992 to 2008. The commission created civic and cultural award programs including Phoenix Points of Pride and an urban city festival, Sunday on Central.
- **Page-Lake Powell Chamber of Commerce Board of Directors**  
Served on Chamber Board from 1983 to 1988, establishing a Retail Trades Committee and building a community coalition of retail merchants focused on economic stability and downtown vitality.

**LEADERSHIP IN SECURING MAJOR GRANTS SUPPORTING RESEARCH, PREVENTION,  
WELLNESS, AND COMMUNITY-BASED HEALTHCARE, 2007-PRESENT**

- **The Bob & Renee Parsons Foundation.** Secured an \$8M community health center naming investment to fund renovation, program expansion, and operating reserve for Southwest Center for HIV/AIDS. This charitable gift will result in a \$6.5M total contribution, including \$1.5M contributed from donors as a community challenge match.
- **United States Ryan White federal funding through Health Resource Services Administration (HRSA) for HIV/AIDS programs.** Administered grants totaling nearly \$1M in federal HIV/AIDS grants for mental health, nutrition, psychosocial support, testing, and child-watch parent support programs.
- **United States Centers for Disease Control (CDC).** Implemented a five-year, \$500,000 grant supporting Southwest Center for HIV/AIDS’ leadership role in Youth Empowerment Program HIV/AIDS prevention partnering with an intertribal agency, Native Health, and an at-risk youth organization in Phoenix, Arizona.

**LEADERSHIP IN SECURING MAJOR GRANTS (cont'd.)**

- **Go Daddy private major gift of \$500,000.** Established the Go Daddy Women's Health Center, part of Southwest Center's new community health and education facility. In addition to helping create the facility, Go Daddy's donation supported the expansion of HIV/AIDS prevention and educational partnerships with local domestic violence shelters, and provided title sponsorship of the Southwest Center's 2011 Gala, *Night for Life*; home tour, *Tour for Life*; and internationally-connected restaurant event, *Dining out for Life*.
- **The Heritage Foundation grant for \$400,000** in support of Arizona State University's community park capital program.
- **Arizona Department of Health Services** annual grant management of more than \$300,000 annually to support HIV/AIDS prevention and education among targeted audiences.
- **United States Health Resource Services Administration (HRSA).** Administered \$297,000 grant for technology and moveable equipment for community health center.
- **Salt River Pima Indian Tribe** grants for \$225,000 over three years to support women's prevention and empowerment programs for women impacted by HIV/AIDS in Arizona.
- **Pulliam Charitable Trust** for \$100,000 to support fundraising capacity building.
- **Valley of the Sun United Way** grant support for \$225,000 or more annually from FY 2007 to FY2011 to support HIV prevention/education programs and wellness services for those impacted by HIV/AIDS.
- **Thunderbirds Charities** capital grant for \$115,000 to create a Youth and Family Resource Center within Southwest Center for HIV/AIDS community health center.
- **St. Luke's Health Initiatives** totaling more than \$100,000 for three separate funding cycles for chronic disease wellness support and advocacy initiatives.
- **Arizona Community Foundation** for more than \$100,000 in separate grants funding programs to prevent tuberculosis (TB), as well as for family camp for youth and their families impacted by HIV/AIDS.
- **Board of Visitors** totaling \$70,000 for two separate funding cycles, focusing on nutrition and mental health for women impacted by HIV/AIDS.
- **Trends Charitable Trust** for \$50,000 in support of women's HIV prevention program connected with domestic violence and partner violence prevention.
- **Catholic Healthcare West** for \$25,000 to fund mental health programs.
- **More than \$2M in annual private individual donor support** (individual major gift, annual gift, planned gifts, private foundation/non-governmental funding) each year from FY 2007 through 2011 to underwrite Southwest Center agency operations and growth for research, wellness and prevention programs.