

LESLIE ANN HOWARD

EDUCATION AND TEACHING EXPERIENCE

- Lecturer for LaFollette School of Public Affairs and the School of Social Work at the University of Wisconsin-Madison - developed curriculum and taught graduate course in non-profit management 2001—Present
- Master's of Science in Social Work, University of Wisconsin – Madison, 1979
- Bachelor of Arts in Psychology, Lafayette College, Easton, PA 1976
- Continuing Education: Executive Leadership, Quality, Management by Objectives, Financial Management, Strategic Planning, Managing and Motivating Employees and Executive Management Series at University of Wisconsin-Madison, University of Michigan Business School, and United Way of America, 1981 – present.

PROFESSIONAL EXPERIENCE

PRESIDENT/CEO, UNITED WAY OF DANE COUNTY, MADISON, WI April 1989-Present

Responsible for leadership and development of a \$16.2 million dollar multi-faceted community building organization with a professional staff of 50. Leads the development of the vision and resources to build a healthy community by engaging the community in assessing its needs and strengths; developing a community vision and goals; identifying research and best practices; raising and reinvesting private and public resources and evaluating results.

Cultivates and develops relationships with a diverse constituency from the corporate community, unions and nonprofits to clients of agencies, elected officials, community advocates and donors.

Establishes strategic plan at an organizational and community level. Experience spans the broad range of issues affecting the human condition.

Accomplishments include:

- increased revenues 100 percent in ten years
- decreased administrative cost in the same period
- developed multi-year resource development investment plans that increased the rate of annual growth from 3 percent to 11 percent.
- introduced Alexis de Tocqueville program that has grown in 16 years from \$10,000 to \$2.3 million
- established Million Dollar Roundtable and Young Leaders Society (Rosenberry)
- led the development and implementation of Schools of Hope that successfully eliminated the racial achievement gap in third grade reading in ten years
- initiated transformation to Vision Council and Community Impact structure
- led initiative with hospitals, medical groups and health insurers to address issue of the 32,000 uninsured in Dane County
- established Housing in Action Leadership Team and developed mobilization plan to reduce the rate of homelessness among children and families by 50% over 5 years
- developed RACEForward focusing on individual and institutional race issues
- established United Way 2-1-1
- established a community reintegration pilot to reduce the rate of recidivism in Dane County
- designed, built and raised \$3 million for a new United Way facility
- established United Way of Dane County Foundation with \$4.3 million in endowments
- obtained over \$4.4 million in government grants for community initiatives in academic achievement and substance abuse prevention
- initiated marketing strategies to increase level of undesignated dollars in overall campaign (72% - 75%) and to increase market share in state combined campaign (37% - 47%).

VICE PRESIDENT OF PLANNING, FUND DISTRIBUTION AND AGENCY SERVICES, UNITED WAY OF DANE COUNTY, MADISON, WI 1982-1989

Led organizational long-range strategic planning which involved strategy development and implementation for: fund distribution, fund development, communications, finance, administration, labor relations and agency services. Responsible for development, coordination and implementation of the planning process including environmental analysis, internal evaluation, competitive analysis strategy development, operational planning, budget development and evaluation. Responsible for developing and managing the fund distribution process which included decision making and monitoring over \$4,260,000 per year to contracting agencies, including evaluation, technical assistance and training. In addition, chaired the statewide Federal Emergency Management Agency Committee which distributed and monitored \$750,000 of federal dollars annually for food and shelter programs.

Responsible for relations with city, county, state and federal governments and the corporate community. Liaison with Board of Directors regarding long-range strategic planning, fund distribution, community planning and agency services. Liaison with nonprofit agencies regarding needs assessment, allocations, contract compliance, management assistance and agency relations.

National consultant and trainer in strategic planning. Provided leadership and training in strategic planning for local non-profit organizations. Provided consultation in strategic planning to United Ways, other non-profits and corporations at a national level.

Accomplishments include:

- successfully negotiated first five-year fundraising contract with the Wisconsin Combined Health appeal,
- negotiated the commitment and participation of 11 funding bodies of the City, County, and Private Industry Council in the first joint community needs assessment in Dane County.
- facilitated the development of a joint marketing effort between communications, fund development, fund distribution and agency services,
- moved from funding 28 agencies in 1981 to 78 agencies in 1989 through aggressive negotiations and process/policy changes without increased costs,
- led the change from: deficit funding to program funding and single-year to multi-year funding within four months of board action that created the enabling policy,
- leveraged \$220,000 in state and federal dollars through sources beyond campaign for fund distribution,
- directed City, County, United Way staff team on establishing a public/private partnership for emergency housing,
- assisted 5 child abuse prevention agencies in developing a collaborative venture grant that led to more permanent relationships and colocation.

DIRECTOR VOLUNTEER SERVICES BUREAU/PLANNING ASSOCIATE, UNITED WAY OF DANE COUNTY, MADISON, WI 1981-1982

Responsible for development of community services including volunteer center, management assistance and board development for nonprofit organizations. In charge of marketing, program, and budget development and staff management.

During my tenure in this position, negotiated the acquisition of information and referral service from city/county government, lowered the administrative costs, increased community use of service and diversified funding.

INFORMATION AND REFERRAL ASSOCIATE, DANE COUNTY/CITY OF MADISON, WI 1979-1981

DIRECTOR RECREATIONAL SUPPORT PROGRAM, WILMAR CENTER, MADISON, WI 1978

SOCIAL WORK INTERN, DANE COUNTY SOCIAL SERVICES, MADISON, WI 1977

COMMUNITY LIVING SUPERVISOR, MONTGOMERY COUNTY ASSOCIATION FOR RETARDED CITIZENS, KENSINGTON, MD 1976-1977

RESEARCH & PUBLICATIONS

In my role as President of United Way of Dane County I am developing the organization in an effort to: focus on issues facing the human condition; identify research based strategies and best practices to reduce and eliminate those

conditions; develop partners and resources to apply to these strategies; and finally take the solutions to scale. Our United Way is recognized nationally as a leader in this new work and is sought after to educate and train others.

I am committed to the research and publishing process in order to contribute to the specific areas of research identified, to the advancement of other United Ways and to the other institutions and partners engaged in these efforts.

In my position I have conceptualized, written, edited or otherwise contributed significantly to the strategy and direction of the following publications, studies or reports.

I chaired and conceptualized the Schools of Hope Leadership Team to eliminate the racial achievement gap in 3rd grade reading in Madison schools. Initiative has become a sought after model nationally. These reports represent data, best practices, research findings and results that were enacted and accomplished in response to the work of the Leadership Team.

Schools of Hope Five Year Progress Report (Madison: United Way of Dane County, October, 2000)

Improving Academic Achievement (Madison: United Way of Dane County, March, 2006)

I directed the research and edited the mobilization plan research paper which established a plan to reduce homelessness among Madison families with school children by 50% in 5 years.

Reducing Homelessness Mobilization Plan (Madison: United Way of Dane County, June, 2005)

United Way's Three Strategies for Reducing Homelessness in our Community (Madison: United Way of Dane County, May, 2005)

Housing for All: A Community Plan to Prevent and End Homelessness in Dane County (Madison: United Way of Dane County, March, 2006)

Report to the Dane County Health Council: Executive Summary (Madison: Dane County Executive's Office, November, 2001) As chair of the Dane County Health Council I led the development of a Health Access Pilot that attempts to address the needs of the uninsured in Dane County. This report presents our research and data that evaluates the state of the uninsured in Dane County.

The Call for Change: Transformation to Impact (Madison: United Way of Dane County, February, 2004) I wrote this paper outlining the theory of community impact in changing the human condition.

Transformation Diaries: United Way of Dane County (Alexandria, VA: United Way of America, December, 2005) I directed and edited the development of this report which characterized the transformation of a local United Way to the new model of Community Impact for the field.

United Way Standards of Excellence (Alexandria, VA: United Way of America, March, 2005) I co-chaired the United Way of America Community Engagement Task Force for developing new standards of excellence for United Ways. I wrote the introduction and directed the writing of the chapter for Community Engagement and Vision.

Successful Capital Campaigns: It's all in the Planning (Madison: United Way of Dane County, May, 2005) I directed the research and edited the final report on findings related to what contributes to a successful Capital Campaign.

I directed and edited the development of the mobilization research pilot to assess the possibility of reducing the criminal recidivism rate in Dane County from 66% to 45% within 4 years.

Re-Integration Mobilization Pilot (Madison: United Way of Dane County, November, 2005)

From Prisoner to Neighbor: Stopping the Revolving Door of Prisons (Madison: United Way of Dane County, March, 2005)

Community Engagement—An Essential Part of our New Work (Madison: United Way of Dane County, July, 2006) I conceptualized the role of community engagement in the process of community change and edited this impact report.

I edited the following reports that reflected the results of focus groups conducted and data analyzed to determine the needs and experiences of people of color in Dane County:

Cuentame: Latino Life in Dane County (Madison: United Way of Dane County, June, 2006)

African Americans in Dane County—Impact of History in Everyday Realities (Madison: United Way of Dane County, August, 2006)
Southeast Asians in Dane County: Realities of Isolation (Madison: United Way of Dane County, August, 2006)
Native People in Dane County (Madison: United Way of Dane County, August, 2006)

SELECT COMMUNITY SERVICE AND BOARD EXPERIENCE

- Board of Directors, American Family Insurance Group—March 2005 to present
 - Member, Finance Committee and Nominating and Governance Committee
- Board of Directors, Federal Home Loan Bank (FHLB) of Chicago – December 1992 –January 2004
Chair, Affordable Housing Committee and Chair, Technology Committee
- Member, United Way of America – Finance & Audit Committee – September 1997 to present
- Board of Trustees, Nature Conservancy – October 1996 – 2002; Board of Directors, Friends of Wisconsin State Parks 2005-2006
- Board of Directors, United Way of Wisconsin, Madison, WI – 1987 to present
Chair, Board of Directors, Executive Search Committee and Nominating Committee
- Member, United Way of America National Professional Council, Alexandria, VA – 1984 to present:
Member, Center of Excellence Project Team, Task Force on September 11, Increasing Demand for Integrity, Accountability and Cost Effectiveness Committee, Membership Dues Committee, Public Policy Committee, Trademark Committee, Issues Development Committee, Chair, Information & Technology Committee, Nominating Committee-Chair-2006
- Board of Directors, Eagle School, Madison, WI 2000 - 2005
- Coach, Fitchburg Boy's basketball & Tri County Girl's basketball
- Member, International Women's Forum – 1995 - present
- Member, University of Wisconsin Hospital & Clinics Outreach & Community Services Planning Committee
- Board of Directors, Madison Area Technical College (MATC) 1992-1995
Finance and Personnel Committee 1992-1995
- Member, Madison Schools 2000 Strategic Planning Committee – 1991-1995
- Board of Directors, Rotary Club of Madison, Wisconsin – 1992-1993
- Chair, Lafayette College Class Fund for 1991
- Member Families and Schools Together Statewide Advisory Board – 1991
- Member, Wisconsin Alumni Association Strategic Planning Committee – 1989
- Member, United Way of America Staff Leaders Conference Natl. Planning Committee, Anaheim, CA 1988- 1990

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