

**KATHLEEN S. JAWORSKI**  
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### **Education**

**M.C.P. Massachusetts Institute of Technology**, Cambridge MA

Specialization: Community and Regional Economic Development

Academic Honors: Full tuition two-year scholarship through HUD Intern Program

Flora Crockett Stephenson Prize for Excellence in Writing, 1985 and 1986

AICP Outstanding Planning Student Award, 1986

**B.A. Bryn Mawr College**, Bryn Mawr PA

Double Major in Economics and Urban Studies. Honors Thesis

### **Experience**

***Principal, Write to Know Consulting***, Eugene, OR, starting May 2009

Purposefully small consulting business providing program design and feasibility assessment, planning, evaluation, facilitation, and coaching services for non-profit and quasi-public organizations. Current clients include: foundations, state agencies, cities, nonprofit organizations and collaboratives working on community and economic development, tourism development, education, social services, arts and cultural projects. More information at business website:

[www.write-to-know.com](http://www.write-to-know.com)

***Executive Director, Rural Development Initiatives Inc.***, Eugene OR, 1998-March 2009

RDI is a private non-profit corporation providing technical assistance, training and facilitation for community and economic development initiatives in rural communities and regions of Oregon and the Pacific Northwest. RDI has won national recognition, including an Innovation Award from the National Association of Development Organizations, for its unique, high impact work to build the practical capacity of local, often all volunteer groups to undertake successful community improvement initiatives.

*Visionary leadership and resource development:*

- Led the organization through successful turn-around, resulting in major growth in staff, programs, geographic scope, revenue diversification, and budget. Annual operating budget grew from approximately \$600,000 to over \$3.2 million. Staff grew from 7 to 30 full time equivalent positions. Budget shifted from high dependence on public sector funding to over 50% fee-for-service income
- Provided leadership for strategic planning and cultivated an entrepreneurial organizational culture. Success evidenced by mission-driven expansion in difficult economic times
- Built management team to support virtual organization structure, with staff working out of multiple locations
- Cultivated long term partnerships with several funding entities, including the Ford Family Foundation and the W.K. Kellogg Foundation. Raised funds to establish and sustain dedicated fund development staffing capacity

- Developed successful executive transition plan in partnership with the RDI Board of Directors: Coached and trained senior staff person who became the next Executive Director in March 2009

*Innovative program development, partnership and facilitation:*

- Played a lead role in selected programs, including the start up of the rural entrepreneurship collaborative, and RDI's work on tourism planning
- Designed and facilitated a sustainable tourism action plan for the Confederated Tribes of Warm Springs that won the 2005 Governor's Innovative Tourism Development Award
- Developed significant hands-on experiential training. Designed and delivered interactive workshops for developing operating budgets, multi-use community facilities, board self assessment, social capital networks, inclusivity, and other topics.
- Co-developed and delivered the Ford Institute Leadership Program community based leadership training and established skilled, geographically dispersed staff capacity to deliver high quality services as reflected in program evaluations.
- Spearheaded creation of Regards to Rural, a successful annual rural community development conference for grassroots leaders beginning in 2002.
- Recommended by W. K. Kellogg Foundation as an Expert Resource in community leadership development, rural community and economic development

***Executive Director, Franklin County Community Development Corporation, Greenfield MA, 1991-1998***

FCCDC is a private non-profit corporation, which carries out diverse community economic development programs in a 26 town rural region. The CDC achieved recognition for piloting and expanding innovative projects to create jobs and enhance small town downtowns; it was selected as one of 52 national pilot sites for a rural real estate development initiative of the Local Initiatives Support Corporation, and it secured the first USDA Intermediary Relending Program loan in southern New England.

*Entrepreneurial leadership:*

- Staff size and budget more than doubled over 5 year period, peaking at 15 staff and \$1.2 million annual budget
- Increased earned income through new program development
- Instituted successful annual fund campaign drawing on local business community
- Served on multiple non-profit boards, including Massachusetts Association of Community Development Corporations (Chair), Franklin Community Action Corporation (President), Western Massachusetts Enterprise Fund (President) and the Federal Reserve Bank of Boston Community Development Advisory Council
- Hosted many international delegations interested in building local capacity for economic revitalization

*Economic development program expertise:*

- Capitalized and developed policies for several new business loan programs
- Managed a business incubator in an old metal manufacturing factory
- Launched entrepreneurial training services

- Coordinated feasibility study that led to establishment of a new commercial kitchen within the business incubator
- Wrote successful proposals for community and CDC program grants
- Launched a storefront social enterprise for local specialty farm and craft products that sold over \$170,000 in a small-town retail environment

***Executive Director, Maine Aspirations Foundation, Augusta ME, 1991***

Recruited to lead start-up operating foundation that focused on education reform through community-school partnerships. Developed first operating plan and selected first five pilot communities. Resigned due to concerns about accountability structure

***Director of Economic Development, Androscoggin Valley Council of Governments, Auburn ME, 1986-1990***

Conducted economic analysis, developed regional tourism and economic development strategies, wrote successful grant applications for infrastructure and economic development projects. Promoted to supervise planning as well as small business assistance programs in a three county mixed urban/rural region

***Research Assistant/Teaching Assistant, Massachusetts Institute of Technology, Cambridge MA 1984-1986***

Conducted research for state agencies, and for the Franklin County Community Development Corporation that later hired me to succeed its founding executive director. Teaching Assistant for graduate level labor market economics course

***Community Organizer, Massachusetts Fair Share and Citywide Parents Council, Boston MA, 1982-1984***

Outreach, facilitation, and meeting planning in culturally diverse low income urban neighborhoods

***Community Organizer, VISTA Volunteer, Chicago IL, 1980-1981***

Tenant organizer in culturally diverse low income urban neighborhood undergoing gentrification

**Additional Training**

Basic Mediation Training Certificate

Certified MBTI Administrator

**Board Experience**

Have served on many non-profit boards in Maine, Massachusetts and Oregon. Currently:

- Chair, Eugene Sustainability Commission
- Member, Editorial Advisory Board and newswire contributor, Nonprofit Quarterly magazine
- Board Member, Oregon Mediation Association
- Past President, Nonprofit Association of Oregon