David Hastings, MBA

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**Summary**

Extensive leadership experience in creating community, fostering independence and growth, implementing change and increasing the strategic competency and performance of not-for-profit community based and university organizations and programs. Focused on developing positive goal-oriented work culture with an emphasis on social justice. Entrepreneur with a demonstrated track record of creative development of resources and systems to promote and encourage thriving and stimulating environments for professionals, support staff, volunteers and clients/customers. Proven expertise in:

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| --- | --- |
| * Strategic and motivational leadership * Finance and operations management * Achieving goal-oriented team metrics | * Creative partnership building * Resource development * Project planning and management |

**Education**

BOSTON UNIVERSITY

Master’s in Business Administration; Concentration in Health Care Management

TUFTS UNIVERSITY

Bachelor of Science; Biology and History, *cum laude*

**Professional Experience**

NEVIN SCRIMSHAW INTERNATIONAL NUTRITION FOUNDATION, Boston, MA 2016 - present

**Chief Executive Officer** – Former Board Treasurer, recruited as a part-time CEO to work closely with the international governing board to develop an infrastructure to build capacity in developing country individuals and institutions in the areas of nutrition research, policy and programming to effectively address issues of food, nutrition and hunger. Bring the organization into full legal and regulatory compliance in all of its activities.

* Restructured its professional journal publication to achieve profitability
* Developed a strengthened volunteer structure, allowing for an increased presence of experts from developing countries

HARVARD TH CHAN SCHOOL OF PUBLIC HEALTH, Boston, MA 2014 – 2016

**Deputy Director** – Founding administrative leader hired to carry out the re-vitalization of the John B. Little Center for Radiation Sciences together with Zhi-Min Yuan, MD, PhD, director. Responsible for recruitment of staff, faculty, and all management functions.

* Developed the strategy to bring the vision of the Center to fruition.
* Managed the recruitment and communication with an international scientific advisory board.
* Stewarded major donors in their relationship with the Center.
* Relocated all operations to new quarters; developing space utilization plans, renovations and instrumentation facilities.
* Successfully recruited two faculty and supported the start-up of their programs.

MERRIMACK EDUCATION CENTER, Chelmsford, MA 2013 – 2014

**Executive Director** – Served as turn-around chief executive officer for a non-profit organization serving special needs populations to make a transition to in-house leadership from receivership due to a series of public and damaging financial and legal complications.

* Re-invigorated a senior management team with individualized, measurable professional development plans and a cohesive work ethic resulting in the creation of innovative programs.
* Established a productive relationship with the local bank, successfully securing competitive financing and created collaborations with several community partners.
* Developed and implemented a Board committee structure.
* Sourced and implemented increased value and lower cost employee benefits program, accounting and payroll systems.
* Managed complex real estate transactions.

HARVARD TH CHAN SCHOOL OF PUBLIC HEALTH**,** Boston, MA 2010 – 2013

**Director of Administration** - Chief administrative and operating officer for the department of Genetics and Complex Diseases. Positioned the department for significant growth; developed a coordinated research, fund raising and public relations plan. Designated member of three school-wide coordinating councils to enhance revenue and reduce costs.

* Selected to lead culture change movement for the School.
* Developed strategic plan for the department.
* Eliminated staff turnover and rebuilt department community.
* Directed risk management activity in adherence to regulatory requirements.
* Developed successful faculty and staff recruitment program.

MANAGING EXCELLENCE – Principal and Founder 1980 - present

Consulting practice specializing in non-profit Board development, strategic planning, crisis intervention, organizational assessment and redesign. *Sample engagements*:

* Implemented statewide curriculum development effort to encourage teachers and young people to create programs of involvement and learning based upon the lessons of 9/11: 2013
* Facilitated international conference in Italy on Community Resilience for the Rockefeller Foundation and Lund University, Sweden: 2014
* Created and implemented crisis intervention plan to address senior leadership and board development, Boston youth services agency: 2012 to 2013
* Developed a successful intervention to energize and empower board of directors for an international niche non-profit. Followed with the development of a strategic plan: 2010 - 2011
* Served as fulltime Interim Senior Vice President for Advancement, Museum of Science in Boston. Worked closely with the President, Trustees, Directors and Chief Operating Officer during the quiet phase of a $280M campaign, largest in the Museum’s history. Achieved successful transition to new leadership, leading a team of thirty in a time of major change. Successfully implemented a plan for staff recruitment and retention; stopped turnover. Drove a culture change resulting in improved morale, productivity and communication: 2007 - 2008

MASSACHUSETTS HOSPITAL ASSOCIATION**,** Burlington, MA 2006-2007

**Chief Administrative and Financial Officer** - Senior Vice-President responsible to the President for planning, directing and coordinating all finance and budget operations functions, continuing education, professional development, human resources and information technology. Identified, developed and implemented new operational and financial strategies to further Association’s goals. Provided strategic direction, mentoring and coaching to internal teams and work groups to achieve the designed culture for the organization.

* Developed and implemented goals-driven budget process in sixty days
* Served as Statewide Coordinator for hospital pandemic preparedness
* Reorganized Center for Education and Professional Development resulting in increases in both employee morale and revenue

THE MASSACHUSETTS 9/11 FUND, INC.**,** Boston, MA 2005-2006

**Executive Director** - Chief executive officer with a specific and time-limited focus to establish the organization’s strategic direction to achieve a defined and sustainable future at minimal overhead cost. Liaison with state and national network of 9/11 support programs, advocacy and government representatives. Supervised staff, grant proposal writing and post-award management, facilitated board development, interacted with community partners, and supported the ongoing recovery of families. Provided financial management and event planning.

* Created and managed a successful process to set the future direction of the organization involving community and governmental partners, stakeholders and constituents.
* Designed and completed major projects including the fifth-year commemoration ceremonies and "We Remember" (memory book), involving seventy-eight families.
* Expanded client (family) advisory committee to increase the diversity of the membership.
* Strengthened internal controls in voluntary adherence to Sarbanes Oxley principles.

TUFTS UNIVERSITY, Boston and Medford, MA 1988-2004

**Executive Associate Dean** - Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy 91-04. Chief administrative, fiscal, budget, and operating officer, leading the senior management team. Managed the school for the Dean. Identified and secured new revenue sources. Developed and directed a strategic plan that achieved the rapid growth of a complex network of niche academic, research and service programs with increases as follows: endowment - $26M; extramural research funding - $70M; enrollment - 300%. Responsible for information technology, grants management, advancement and contract negotiation. Initiated new education, research, and public service programs in the U.S., East and West Africa and Afghanistan including the Nutrition Communication Center; Community Animal Health Care Program in East Africa; International Famine Center; Agriculture, Food and Environment Program; Nutrition in Clinical Care journal; development of a weaning food in Nigeria; Physical Activity and Nutrition Center). Member of the university management team, reporting to the executive leadership.

* Developed program vision for the school’s new main Boston facility and managed the $12M construction and occupancy project to achieve the desired design goals.
* Initiated and organized a culture change process university-wide, stimulating colleagues in student service offices to re-engineer and redesign how they worked using information technology - resulting in a unified governance model for the computer infrastructure, shared electronic admissions system, and peer training for registrars and financial aid officers across seven separate colleges.
* Conceived the strategy for the brand - *Tufts Nutrition*, which became the single largest source of coverage of Tufts University by major print, broadcast and electronic media outlets.
* Designed unique cross institutional team integrating publications, marketing, public relations, alumni relations, individual and corporate fund-raising units.
* Cultivated strategic business partnerships and collaborations resulting in $15M in new revenue.
* Created, resourced and managed domestic and international conference initiatives - $4M.
* Championed university-wide efforts to improve student life: enabled web-access of student service systems for students and advisors; integrated the delivery of health and wellness programming based upon the Tufts Longitudinal Health Study research findings.
* Co-founder and leader of a university-wide council for academic and administrative information technology strategy and program implementation.

**Department Manager** -Chemistry 88-91. Chief administrative officer. Overhauled administrative, financial, grants management, operational and support systems.

**Acting Director/Dean**, **Summer School and Continuing Education** –Summer, 91. Dean of Students for summer population. Identified opportunities for revenue generation and cost savings.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY**,** Cambridge, MA 1986-1988

**Administrative Officer** -Department of Applied Biological Sciences. Chief administrative, financial and operating officer for combined research/academic department; budget of $11 + million, 280 employees and graduate students.

* Directed the eventual transformation and reintegration of the department into existing structures of the University; reported to Provost John Deutsch.

GREATER LAWRENCE MENTAL HEALTH CENTER, Lawrence, MA 1982-1986

**Executive Director** 84-86/ **Associate Director** 83-84 / **Director of Administration**, 82-83

Responsible for program planning and operations, financial and budgetary systems, volunteer recruitment and development, fundraising, public relations, and labor negotiation for agency with 147 staff. Formed streamlined management structure. Implemented six new service programs, three of which were unique in Massachusetts. Increased third party payment collections 71%; clinical productivity by 41%.

NORTH ESSEX HEALTH RESOURCE CENTER, Amesbury, MA 1979-1982

**Fiscal Director** -Chief fiscal officer with responsibility for all administrative, budget, plant and equipment maintenance and support systems. Supervised facility expansion program with new construction and renovation of existing plant.

MERRIMACK VALLEY UNITED FUND, Lawrence, MA 1977-1979

**Assistant Director** -Identified, cultivated, and solicited contributors. Provide support to member agencies. Raised $1M+ annually from corporations and individuals. Provided management and technical training to sixty-eight boards and executive directors.

GR. LAWRENCE DAY TREATMENT CENTER FOR ADULTS, Lawrence, MA 1976-1977

**Administrator** -Chief administrative/fiscal/operating officer for a community-based psychiatric day hospital. Managed interdisciplinary clinical team. Developed and implemented financial and administrative systems and procedures. Instituted system for tracking goal-oriented client development.

**Faculty Appointments**

Tufts University - Adjunct Professor, Management 1993 - present

Friedman and Medical Schools – Promoted to Adjunct Professor in 2006. Faculty member of collaborative distanced learning Master’s Degree with Ras Al Khaimah, United Arab Emirates (2007-present); guest lecturer at Fletcher School of Law and Diplomacy and the College of Arts and Sciences. Annual course offering for doctoral and master’s degree students in the Management of International Health and Nutrition programs; sponsor independent study initiatives with doctoral students.

Harvard University - Visiting Lecturer, Humanitarian Institute 2007 - 2010

Simmons College - Adjunct Instructor, Management 1987

Merrimack College - Instructor, Management 1982 – 1986

**Invited Lectures and Presentations- Representative Examples**

* “Budgeting for Humanitarian Interventions” – Harvard University, Certificate Program, Humanitarian Studies Initiative – *2009* and *2008*
* “Community Intervention in Post-Emergency Recovery” – Tufts University, Fletcher School of Law and Diplomacy, *2007*; College of Arts & Sciences, *2007* and *2006*
* “Post 9/11-Bringing the Community Together” - “Hope Not Hate”- Brookings Institution sponsored national conference; Washington, D.C., *2006*
* “Models of family support” - "Foundation for Families" - national meeting for rescue personnel and post-emergency service providers; Atlanta, Georgia, *2006*
* “A model for integrating information technology into a matrix organization” - EDUCAUSE - national meeting, promoting the integration of information technology in higher education - *2000*
* “Unique School-based Mental Health Programs” - national conference for the Council of Community Mental Health Centers - *1985*

**Community Service Highlights**

* Hispanic Week, Board of Directors, Lawrence, MA; 3 years
* Andover Affordable Housing Committee, Vice-Chair, Andover, MA; 15 years
* Andover Fair Housing Committee, Andover, MA; 13 years
* Havurat Shalom, Andover, MA –Treasurer; Chazzan, 41 years
* South Church Community Players, Andover, MA – 6 years
* Visiting Nurse Association, Board of Directors, Haverhill, MA; 4 years
* Community Cooperative Nursery School, Co-President, North Andover, MA; 2 years
* Parent Volunteer, High School Departments of Music and Drama, Andover, MA; 10 years

**Professional Memberships and development**

*Current Professional Memberships*

* Non-Profit Consultants Network
* National Association of College and University Business Officers

*Examples of Professional Development*

* Currently studying for the Six Sigma Black Belt Certification, 2018
* Sarbanes Oxley Compliance - Grant Thornton, LLP, 2007
* Board Development - Grant Thornton, LLP, 2006
* Human Resources Labor Forum - Massachusetts Hospital Association, 2006
* State Auditor’s Institute, Commonwealth of Massachusetts, 1986
* Financing and Managing Mental Health Programs, Certificate - Department of Health, Education and Welfare, 1982
* Organizational Development Interventions in Community-Based Mental Health Systems, 1979