CONSENT AGENDA

The following items will not be discussed at the Board meeting unless you specifically request at least 24 hours in advance of the start of the meeting, and will be voted on in a block. Hard copies will not be provided.

To navigate within this document:
2. In the Document Properties dialog box that opens, select the Initial View tab.
3. From the Navigation drop-down list, choose Bookmarks Panel and Page and then click OK.

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BOARD OF DIRECTORS
Thursday, September 28, 2017
4:00 p.m. – 7:00 p.m.
MINUTES

**Board Members Present:** Rene Gonzalez, Robert Davies, Hal Slavkin, George Chacon, Jeremiah David, Brenda Flores, Mimi Choi, Bob Schuchard, Randi Grifka (via phone)
Absent: Patty Anton, Will Grice, Jane Stanton, Laura Zavala
**Staff:** Maryjane Puffer, Sang Leng Trieu, Jeanne Aguinaldo, Ruth Mercado
**Other:** Gina Airey and Rachel Hamburg (Gina Airey Consultants)
**Expert Advisors:** Luis Buendia (via phone), Kim Uyeda

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<tr>
<td>Welcome &amp; Introductions</td>
<td>The meeting was called to order at 4:07 p.m.</td>
<td>Mr. Gonzalez</td>
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<tr>
<td>MOTION</td>
<td>Mr. Gonzalez requested approval of Consent Agenda items. All were approved without changes.</td>
<td>Mr. Gonzalez</td>
<td>M/S/P Dr. Slavkin/Mr. Schuchard/Unanimous Staff to send out 2018 calendar notices</td>
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| Finance Committee            | • Balance sheet shows no significant changes. First 5 has been mentioned as sun-setting. This shows profit for full year of $185k  
• Summary Statement of Activities: Revenue is mostly same.  
• $185k has two components – refer to the back sheet of financials – current year, new grants total (yellow columns) into revenue and column – net positive of $63k – income for 12 months of $815k . Of that, $63k is temporarily restricted money. Activities from year end |                                                                           |                                                                                            |
2016-17, show a net profit of approximately $120k. Absent any final adjustments for audit, The L.A. Trust ended up with an operating profit in unrestricted dollars.

- Bonuses would be based on work 2016-17 and even if they approved after the June closing, would be recorded in that year and net income will be less than $185k.
- Salary changes are accounted for differently, in the current year. Ms. Puffer said that there is a 3% increase in budget for staff. Staff did not get raises last year, however, all but two staff received market salary increases to 50% of market based on the salary survey.
- Ms. Puffer distributed a list of grants that have come in 2016-17.

Mr. Gonzalez commented on the surplus of $120k and said that a portion of this may be used as a bonus for the Executive Director, as decided by Executive Committee, who can determine an amount for recommendation to the Board. Mr. Gonzalez said that it would behoove The L.A. Trust to retain staff and develop their skills.

**MOTION**

**Approval of 2016-17 Q4 Financials**

Ms. Flores  
Mr. Gonzalez/ Dr. Slavkin/ Unanimous

**Executive Director Report**

Ms. Puffer reported the year end 2016-17 against the strategic plan. Please refer to slides for comprehensive notes.

- Wellness Phase 2 dedicates $50 million in joint use funds. Ground has not been broken yet, but the project is anticipated to be completed within two-three years. Many lessons from Phase 1 were brought into Phase 2. Overall, more dental clinics will be established, space expanded for existing sites and 5 additional Wellness Centers.

Dr. Slavkin asked about a unified design that brands the Wellness Centers as The L.A. Trust. Ms. Puffer said that the reason this has not happened is that each provider and school have input, and Mr. Gonzalez added that it was also a function of what materials are available to the architects at the time of the build. Branding is a need, but should be thought out per Board and staff discussion.

Please refer to board slides for details of the report.

Mr. David asked which goals have been exceeded and which not did meet target. Ms. Puffer stated the scorecard design was not available for this meeting but most goals are in progress and
not falling behind. The Kindergarten Mandate for oral health screening will start with 40 kindergartens, the process will be tested and refined, and there are 400-500 dentists ready to service our students.

Mr. Gonzalez mentioned the rise in STDs in Los Angeles County mentioned in the media this week and asked if The L.A. Trust had any data that shows that the work is supporting this. Ms. Aguinaldo said that the data shows an increase in testing: chlamydia varies by site and students are getting tested. Ms. Trieu added that with the development Data Dashboard, we will be able to run data on STD measures such as testing and positively rates.

Of note:
- The L.A. Trust has worked on Point of Services (POS) payment from HealthNet and LA Care so that when a student visits the Wellness Center or goes to another clinic, they are reimbursable. Health plans see these visits as a benefit and an investment. All was made available on The L.A. Trust Orientation Portal in a Billing Toolkit.
- Data xChange: CPT and ICD-10 codes are being collected: all are coming in from EMRs and 11 sites are being on-boarded this year. By January 2018, de-identified student data should be uploaded. There is a shortfall of $500k on funding the project: all of LA Care’s investment has been spent and Kaiser’s two-year grant is at 50%.

New staff this year:
- Mr. Tajsar has started as the new Oral Health Program Manager, replacing Ms. Walsh, who has moved onto the National DentaQuest Liaison position.
- Ms. Orta and Ms. Yepez were hired as Health Educators, and Ms. Mercado was hired as Executive Assistant.

Dr. Slavkin thanked Ms. Puffer for the large scope of work. He asked about a guide to opening a Wellness Center, feeling that a lot has been learnt but that there has been no implementation strategy to formalize holding vendors accountable and calibrating providers. All 14 sites have different strengths and weaknesses. The new MOU states that the Wellness Centers must participate in Learning Collaboratives and the Data xChange. The LAUSD operating agreement will speak to The L.A. Trust for data management. Ms. Trieu stated that there is a toolkit called Vision to Reality and The L.A. Trust’s orientation portal holds all information for Wellness Centers.

Ms. Puffer added that there has been such a large systems change, and such exponential growth,
that The L.A. Trust needs a strong Fund Development plan and thanked the board for the support for Ms. Airey’s organizational Redesign contract.

Organizational Structure

Ms. Hamburg introduced the update on the progress so far. Please refer to the slides.
- Redrafted theory of change based on findings
- Developed map of needed organizational capabilities

Theory of Change – Slide #4
Please refer to slides.
- Ms. Airey explained that a logic model is to program what theory of change is to organization.
- Mr. Freese asked about where students with special needs are reflected, and Ms. Airey responded that the addition of the words “trauma informed” would cover this (under population health approach).
- Ms. Airey asked, rhetorically, why we are in the business of developing best practices? Because the FQHCs alone are not able to deliver everything that is needed, so when the Wellness Centers were first conceived, not all had mental health services, for example. Lessons are being learned over time that there is need for upstream prevention as well as other supportive services. The L.A. Trust fills in the gaps.
- Career Pathways: if you have LAUSD graduates running the Wellness Centers, they are getting an opportunity to have careers that are responsive in the community. Ms. Airey said that The L.A. Trust is the connector or co-designer but the program might take years to develop fully.
- Mr. Chacon asked about underserved or minority communities. Ms. Airey said that all Wellness Centers are in underserved communities. In order to locate them, data was analyzed to see the greatest need. The second phase will include others with similar needs.

Capabilities Mapping – Slide #5
Please refer to slides.
Ms. Airey reported that capabilities come before organization charts, and asks the question what does an organization need to do to fulfill its vision (strategic plan). Whereas people may be bringing individual competencies, on an organizational level, it requires:
- Strategic capabilities
- Programmatic capabilities
- Enabling capabilities

Ms. Airey
Ms. Hamburg
Which Leader is Now Responsible for Which Capabilities? – Slide #7

Please refer to slides

- This does not translate to span of control.
- It is clear that Ms. Puffer directly drives a lot, which is not atypical for an organization in this current part of life cycle.
- Ms. Flores mentioned that there are so many things to be done and focus should be made on priorities, to which Ms. Airey agreed, but said that most of this is necessary (for example, talent management for retaining staff). The question is how to do it more efficiently.
- Also, just because something is not listed under a specific leader, this does not mean that there is no contribution. Ms. Aguilnado, for example, has been very involved in recruiting: she does not drive it, but there is invisible support.

What is Current Status of Each Capability? Slide #8

Please refer to slides.

- Shows capability compared to what The L.A. Trust needs to fulfill its strategic plan.
- Where there are big gaps, it has to be decided whether to let it go or bring in more help.
- There needs to be a Contracts & Grants person to deliver on agreements and preserve relationships. The person performing this role was Director of Development, but was only able to focus on foundations and did not have the bandwidth to support events.
- There is a big need for more unrestricted funds.

Ms. Puffer said that Ms. Airey’s presentation leads into her proposal and drew the Board’s attention to a handout for proposed organization structure changes. Refer to handout.

Dr. Slavkin mentioned Ms. Kern’s suggestion that The L.A. Trust and its Board meet to cultivate individuals to create an endowment for The L.A. Trust. Interest from an endowment could provide a fresh revenue stream to be able to meet unexpected demands, etc. Ms. Puffer concurred. Mr. Schuchard agreed that this area needs to be shored up. He also asked if the financial director is a CFO, because the Board needs to be sure that this is fair market value, to be in compliance with the Non-Profit Integrity Act. Regarding the staffing proposal, Ms. Puffer stated that there are salary savings this year, due to empty positions.

Motion to move the approval of additional positions to Executive Committee.
| **Policy Committee Report** | Mr. Chacon reported on the state of the Committee, which has suffered from lack of attendance. He said that he and Ms. Trieu had been thinking about what capacity they had together, and he plans to connect with other advocacy groups to see if there can be mutual support.

Mr. Gonzalez suggested that Mr. Chacon return with ideas and the Board would make a decision in December as to whether the Committee should continue. He believes that Mr. Chacon could make a valuable contribution to another committee. | **Mr. Chacon** | Mr. Chacon to present alternatives at December Board meeting |
|---|---|---|---|
| **Nominating Committee Report** | • Dr. Davies reported that the new slate of officers is in process, but needs further discussion. Mr. Gonzalez will step down as President. Ms. Anton has said that she would be willing to serve as President. Dr. Davies will continue as Vice-President, and the positions of Treasurer and Secretary are as yet to be determined. The Treasurer position is particularly crucial, with Ms. Flores’ term on the Board ending. Mr. Grice has said that he would step into the Treasurer position temporarily until such time as an accountant is brought on.

• There are three potential new members, all interested. Ms. Thatcher and Ms. Urrutia have attended some Operations Committee meetings and Mr. Burris was in attendance at the Summer Solstice.

• Dr. Davies thanked Mr. Schuchard for the documents included in the Consent Agenda (Director Agreement and Worksheet). These will be distributed to the Board for signature in December.

• The Committee is moving more towards a governance model, perhaps changing to a Governance Committee.

• Dr. Davies spoke about the LAUSD Board appointees, as had been discussed in Executive Committee. He acknowledged the history of the LAUSD Board appointees and how they were fundamental to the foundation of The L.A. Trust but as the organization becomes more independent, the appointees may not serve the same purpose. Dr. Davies suggested that with reference to Ms. Airey’s model for determining which strategic, programmatic and enabling capabilities, we consider all of the The L.A. Trust needs to enhance organizational effectiveness, impact and sustainability to meet current and anticipated needs, can help in assessing the role of LAUSD liaisons. Discussion included that since most have not been able to attend Committee or Board meetings, they become a liability in terms of reaching quorum.

• Ms. Puffer is in the process of setting meetings with each School Board member to discuss options, some of which are:
  1) To have the School Board appoint one person to represent them all
  2) To invite School Board members to present at The L.A. Trust board meetings
  3) Regular briefings with their Chiefs of Staff | **Dr. Davies** | Staff and Board to seek accountant to serve on the board

| **Ms. Puffer** | Staff to distribute Director agreements in December |

| **Ms. Puffer** | Ms. Puffer to report on School Board meeting in |
Mr. Chacon reported that five auditors responded to the Request for Proposals, and staff met with several. The Committee decided to engage Vasquez and Associates for one more year. They came in the most cost-effective, and Ms. Puffer was able to negotiate a further reduction in fees. They will rotate their partner accordingly.

The audit will start mid- to late-October and should be finalized by the December Board meeting.

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The next meeting is scheduled for:

**Thursday, December 14, 2017**  
**Location:** Elizabeth Learning Center, 4811 Elizabeth St, Cudahy, CA 90201
Board of Directors
Proposed Slate of Officers
2018

Executive Director: Maryjane Puffer, RN, BSN, MPA
President: Patty Anton Founder, Anton Consulting, Inc.
Vice President: Robert Davies, MD Child and Adolescent Psychiatrist, Davies Medical Group
Secretary: Harold Slavkin, DDS Professor and Dean Emeritus, Herman Ostrow School of Dentistry, University of Southern California
Treasurer: Will Grice Senior Vice President, Area Manager, Kaiser Permanente
Los Angeles Medi-Cal Center
Brandon K. Burriss  
11911 Gorham Ave. · Apt. 7 · Los Angeles, CA 90049 · Tel: 610-721-1434 · Burriss.B@gmail.com

Employment
The Cooper Merritt Group, Merrill Lynch Practice Management Division, Santa Monica, California  
Dec. 2013 – Present
Asset management for foundations, endowments, not-for-profit and for-profit businesses as well as holistic financial planning for families.
• Financial Advisor, Sr. Portfolio Advisor
  Responsible for soliciting and managing direct client relationships with emphasis on goals-based wealth management process. Utilize Bank of America Merrill Lynch’s (BofAML) award winning institutional research to provide best in class investment insight and suitable investment strategies. Job functions include: draft and maintain long-term financial plan, investment portfolio construction and implementation, consistent oversight and periodic review. Collaborate with other business units to implement client objectives.

The Gregor Jacobs Group, Merrill Lynch Private Banking & Investment Group, Carmel, Indiana  
Trusted financial advisor to successful investors, wealthy families, leading entrepreneurs, institutions, venture capitalists, public and private corporations and their senior executives.
• Registered Financial Analyst
  Worked directly with managing partner of Group’s investment committee and had direct responsibility for portfolio construction, implementation, maintenance & monitoring of several hundred million dollars in discretionary assets. Co-led internal Investment Committee delivering market research and tactical portfolio strategy recommendations. Responsible for development of presentation content for current and prospective clients. Supported equity award plan management and C-suite executive 10b-5 plan execution for multiple publically listed companies. In partnership with various BofAML resources, provide a wide range of corporate and personal financing solutions to our clients.

Meetings 2000, Inc., Chester Springs, Pennsylvania  
June 2009 – May 2010
Specialized corporate meeting planning agency servicing one of the world’s leading bio-pharmaceutical companies.
• Project Manager and Director of Business Development
  On-site conference coordination of corporate events ranging from 20 to 250 attendees in Asia Pacific and Latin American regions. Responsible for client relations and account management, development of pre-event logistics timeline, comprehensive meeting site evaluations, sourcing and management of international suppliers, development of meeting documents and on-site execution.
  Created and implemented business development plan:
  • Web design & development, improved internal and external communication methods leveraging new technologies
  • Developed targeted sales strategy and created electronic Request For Information process
  • Managed print marketing/advertising brand awareness initiative

Education
DePauw University, Greencastle, Indiana  
May 2009
B.A. Economics and Management, Spanish Language Minor
Center of Modern Languages, University of Granada, Granada, Spain  

Proficiencies
• CFP Board Applicant (Expected Completion: Fall 2017)
• CFA Level 1 Candidate (DNP – Band 7, June 2013)
• Series 7, 66
• Charles River Portfolio+
• Zephyr Associates StyleADVISOR
• Executive 10b-5 Plan Management
• Thomsen Reuters WMW & Analytics

• NMLS#: 317455
• CA Insurance License: 0187535
• Spanish Language (written and verbal)
• Microsoft Office Suite
• Novell GroupWise
• SalesForce CRM
• Light CMS

Volunteer Experiences
Mashavu Project, Penn State University, State College, Pennsylvania  
February 2010 – June 2010
Collaborated with group of PSU Humanitarian Engineering and Social Entrepreneurship student volunteers, medical professionals, and the Children and Youth Empowerment Centre (CYEC) to design and develop an epidemiology database to be used in conjunction with emerging diagnostic technology for a rural health clinic.

Winter Term In-Service, DePauw University, Greencastle, Indiana  
September 2008 to January 2009
  • Cusco, Peru - Chief Construction Officer/Executive Team Member/Translator
  • Planned and organized trip logistics, risk management and on-site operations.

Orange Walk, Belize  
January 2007
  • Tutored school-aged children, constructed playground and developed core curriculum for local youth basic health and hygiene.
IDoya Urrutia  
(213) 804-9410  iurrutia2007@kellogg.northwestern.edu

SUMMARY OF QUALIFICATIONS – Accomplished business manager and strategist with expertise in financial services and insurance. Strong ability to develop and execute successful business plans, build foundational and operational capabilities, influence management and cross-functional teams, assess key business drivers and mobilize sales force teams. Excellent leadership, coaching and staff development skills.

- Business Planning and Development  
- Product and Initiative Launches  
- Operational Process Engineering  
- Client Segmentation & Coverage Modeling  
- Strategic Forecasting and Budgeting  
- Cross-Functional Team Leadership  
- Process Re-Engineering  
- Cost Reduction

PROFESSIONAL EXPERIENCE

THE CAPITAL GROUP COMPANIES, INC.  
Los Angeles, CA
VICE PRESIDENT, DISTRIBUTION OPERATIONS; ASSISTANT VICE PRESIDENT, DISTRIBUTION OPERATIONS; SENIOR DISTRIBUTION OPERATIONS MANAGER; DISTRIBUTION OPERATIONS MANAGER  
November 2011 – Present

Provide leadership, management and vision for Capital’s largest channel, an $80 billion annual sales segment, by authoring the business plan and priorities, developing operational and foundational processes, building and launching key initiatives, furthering sales force effectiveness and efficiencies, to effectively grow the channel and ensure financial strength. Accomplishments:

- **Received three promotions**, as a noted “leader-in-command”, responsible for the efficiency of the channel while demonstrating a respectful, constructive and collaborative style, guided by the principles and objectives of the Capital Group organization.
- **Motivate and lead a high performance team**, manage cross-functional teams and also mentor individuals across the broader organization to adopt and be accountable for the channel segment business plan, strategies and business goals; ensure and plan for organizational resources to execute initiatives.
- **Exceed increased channel sales goals for the past three years**, by spearheading the development, communication and implementation of effective growth strategies, programs and processes; one of which led to a shift in overall client ranking from #18 to #1 in less than three years.
- **Enable the channel segment to meet market share objectives** of a top 3 rank across leading broker/dealer industry firms by determining client prioritization and segmentation targeting, sales coverage models and strategies, building appropriate budgets and compensation goals, developing key performance indicators and assessment plans.

ZURICH FINANCIAL SERVICES/FARMERS INSURANCE GROUP, INC.  
Los Angeles, CA
PRODUCT MANAGER  
December 2007 – August 2011

Managed all aspects of various product lines, including financial metric analysis, product development, and enhanced productivity for the company’s 3rd largest business line, a $450 million division within the 2nd largest U.S. personal lines property & casualty insurance group. Accomplishments:

- **Earned increased responsibility**, within 3 years transitioned from the company’s 22nd largest business unit to ultimately the 3rd largest – Washington.
- **Executed strategic turnaround** by building consensus among senior management, creating sales force strategy, leading direct reports and 12 internal units to adopt new operational methods.
- **Successfully managed and budgeted profit and loss statements**, identifying areas for cost savings and personnel enhancements, and negotiating sales contract changes.
- **Generated 32% year-over-year new business growth** by leading successful new auto product launches based on generalized linear and multivariate pricing model in the state of Washington, a segment with historically negative growth.
WM. WRIGLEY JR. COMPANY  
CONSUMER MARKETING MBA INTERN  
Chicago, Illinois  
June 2006 – August 2006

Developed marketing and brand strategy through consumer and competitive research for a Fortune 500 $5 billion global confections leader. Accomplishments:

- **Developed a go-to-market strategy** for new product launches, including FIVE campaign, identifying best teen marketing practices, promotions, media vehicles, and non-traditional marketing methods.
- **Analyzed current and estimated future trends** among teen consumer group, working closely with external agencies to support recommendations.

THE CAPITAL GROUP COMPANIES, INC.  
SENIOR CLIENT RELATIONS ASSOCIATE;  
MARKETING ASSOCIATE  
Los Angeles, CA  
November 2001 – July 2005

Implemented new business model based on market and competitor research, financial reporting, client servicing, and cross-functional team coordination within a leading global investment management firm with assets of $1.0 trillion under management. Accomplishments:

- **Developed new small/mid-sized institutional business unit**, with senior management and cross-functional team partnership. Researched competitor strategy, evaluated fee and client servicing models, identified prospect and consultant base.
- **Added $3.5 billion in assets under management**, generating positive fee revenues, through growth of business unit, including client cross-sells, consultant servicing, and RFP preparation.
- **Ranked in top 5% in performance reviews** from external client surveys, supported 90+ client and consultant relationships, presented to client Board of Directors, conducted quarterly portfolio analysis and reporting, and instructed custodian bank partnerships.

THE CAPITAL GROUP COMPANIES, INC.  
COMMUNICATIONS COORDINATOR;  
SENIOR SPECIALIST;  
SPECIALIST  
Los Angeles, CA  
August 1998 – November 2001

Managed and developed team, designed communication materials, researched and implemented market trends, re-engineered processes, and partnered with management. Accomplishments:

- **Generated department-wide savings**, examined department procedures, and advised management of cost-saving processes, resulting in standardized materials, streamlined activities, and increased associate efficiency.
- **Developed multi-lingual marketing presentations** for Canadian and Latin American organizations, increasing Canadian and Mexican market penetration, initial client and asset growth.
- **Directed four-member communications team**. Responsible for coordinating team’s projects, training new associates, and interviewing prospective hires.

EDUCATION

KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY  
- Master of Business Administration – June 2007
- Majors in marketing, management & strategy, and international business
- Kellogg Diversity Grant Recipient, National Society of Hispanic MBAs Scholar, Dean’s List

UNIVERSITY OF CALIFORNIA, LOS ANGELES  
- Bachelor of Arts, Spanish literature and French studies, June 1998
- Dean’s List; Foreign Language Honor Society; Study abroad, St. Jean-de-Luz (France)

PERSONAL / INTERESTS  
- Languages: fluent in Spanish and French, conversant in Italian
- Dual Citizenship: United States and European Union
- Interests: Kellogg Admissions Interviewer, cooking, running, restaurants
Keith Pew
4215 Glencoe Avenue, #307 • Marina Del Rey, CA 90292 • (626) 319-9405 • kpew@whittier.edu

EDUCATION

University of California Los Angeles
BA, Business Economics
2005-2009

WORK EXPERIENCE

Whittier College, Whittier, CA
Controller
2017 - Current

• Directed business and accounting offices including functions for accounts payable, student accounts, payroll, endowment and investments accounting, purchasing, debt service accounting, capital asset accounting, grants accounting, and all other business services
• Coordinated year-end audit and prepared the annual financial statements
• Prepared, analyzed, and reported the quarterly budget to actual results of College, Law School, and Private Elementary School to the VP of Finance and Finance Committee
• Developed improved internal control policies for grant accounting
• Provided consulting assistance to VP of Finance and other members of Senior Staff
• Served on Budget Committee, Student Employment Committee, Retirement Plan Committee, Employee Benefits Committee, and Internal Controls Task Force

KPMG, Los Angeles, CA
Audit Manager
2011 - 2017

• Lead and managed financial statement audits in the public sector practice, primarily for higher education and other not for profit clients.
• Managed engagements with audit teams larger than 125 individuals.
• Performed other attestation services including Agreed-Upon Procedures for NCAA Programs and debt offerings, and reviews of quarterly financial statements and year-end financial reports.
• Assisted clients with financial reporting issues and implementation of new accounting standards including Pension Plans and Other Postemployment Benefits.
• Acted as the main contact for clients to assist in accounting questions and complex transactions during non-audit periods of the year.
• Trained and coached associates and senior associates in audit methodology, technical accounting issues, software skills, and client management skills.
• Mentor and performance management advisor to multiple senior associates and associates.
• Received ongoing and active annual training for new accounting standards and audit methodology practices.

McGladrey, Los Angeles, CA
Associate
2009 – 2011

• Assisted in the performance of financial statement audits for multiple industries including not for profit entities, entertainment, consumer markets, and banking.
• Assisted the risk advisory practice in loan performance review engagements.

OTHER

• Licensed CPA in CA
• Speaking Engagements - Instructor for an Auditing course at Whittier College Undergraduate Program and Claremont McKenna MBA Program
• Volunteering – Currently: Mentor in Minds Matter, Los Angeles Chapter. Participating member of Center for Engagement with Communities in Whittier, CA
• Volunteering – Previously: Assisted Boys & Girls Club of America-Venice, CA through internal control report and accounting guidance. Mentor in UCLA Mentoring Program.
• Software Application Proficiency: Microsoft Office (Word, Excel, PowerPoint), IDEA, Caseware, Banner ERP
Michelle Thatcher
(323) 448-0758 • michelle@michellethatcher.com

Summary of Qualifications

Expertise developing and executing digital strategies that synthesize user needs, business requirements, brand guidelines, and industry best practices.

Known for flexibility in meeting fast-changing business demands as well as for a collaborative work style that recognizes individual contributions to team success.

Professional Experience

Capital Group • Los Angeles, CA 2011-present
Customer Experience Lead (2017-present)
Lead cross-disciplinary teams of senior managers, business stakeholders, marketers, and UX practitioners on large-scale experience design programs and projects. Partner with technology experts, product managers and business analysts to define product and UX requirements for digital experiences.

• Developed a strategy for creating, structuring, and storing content to maximize use of intellectual property and enable frictionless cross-channel publishing.

• Led redesign and platform migration of Investor website, making it easier for the company to address evolving needs of customers.

• Synthesized ethnographic research to create customer journey maps for key audiences, helping associates throughout the company deepen their understanding of our customers and their needs.

Kaiser Permanente • Pasadena, CA 2009-2011
Senior Web Editor
Provide strategy for user-centered content on the kp.org patient portal. Using an agile scrum methodology, collaborate with internal stakeholders, interaction designers, graphic designers, and engineers to develop web features that balance business objectives with user needs.

• Developed strategy, content, and nomenclature for consumer-focused fee estimate feature, fulfilling business and legal requirements while managing user anxiety about the cost of health care.

• Conducted stakeholder interviews and developed research suggestions for the presentation of educational content in relevant user contexts, laying the foundation for more meaningful integration of content throughout the site.

FatDUX • Los Angeles, CA 2011
UX Consultant (Contract)
Collaborate with user researcher and information architect on redesign of an academic website. Synthesize usability research, stakeholder interviews, competitive analysis, and best practices to develop IA and navigation.

• Developed annotated wireframes of page type designs, providing a scalable framework that will streamline maintenance of the site.

• Designed and administered a usability test of the current site, gathering additional data points to inform our work and setting a baseline from which to measure the success of the new design.

CBS Interactive (formerly CNET Networks) • San Francisco and Los Angeles, CA 2005-2008
Senior Associate Editor (2006-2008)
Associate Editor (2005-2006)
Evaluated hardware, software, and websites from a user’s perspective. Assigned, edited, and wrote product reviews, feature articles, and blog posts that provided buying advice and explained new technologies to a consumer audience. Interacted directly with users through forums and social networks.
**Michelle Thatcher**

(323) 448-0758 • michelle@michellethatcher.com

**CMP Media** • San Francisco, CA

Developed and executed product coverage strategy for monthly print publication and website. Evaluated software and websites and wrote comparative review articles to guide technology purchasing decisions.

Created and managed content workflow. Ensured publication was delivered to printer on time and within budget. Managed part-time production assistant.

**Community & Professional Development**

**mediabistro** • San Francisco and Los Angeles, CA

Event Host
Scout and schedule venues, coordinate volunteers, and act as on-site host for events, helping build a local media community and raise awareness of the mediabistro brand.

**San Francisco Bicycle Coalition** • San Francisco, CA

Editor, *Tube Times*
Oversaw creation of bimonthly newsletter for nonprofit bicycle advocacy organization. Instituted digital content workflow, enabling all members of the geographically disparate staff to seamlessly provide input on newsletter content.

**Education**

**University of Virginia Darden School of Business** • Charlottesville, VA
Specialization, Design Thinking and Innovation (anticipated 2018)

**California State University** • Fullerton, CA
Certificate, User Experience and Usability

**Stanford University** • Palo Alto, CA
Professional Publishing Course

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