

# Linda F. Hawkins

EMAIL: lfh@hawkinstrategies.com

WEB: www.hawkinstrategies.com

---

**PROFILE:** Creative, confident and collaborative leader with over 20 years of executive management experience in the consulting, nonprofit and higher education sectors including a proven track record providing leadership, facilitation and support for nonprofits' and rural communities' development issues and institutional problems, implementing business processes necessary for improved performance. Background includes managing comprehensive marketing, public relations, and communication efforts with diverse groups; strategic planning; financial management; and assisting with resource development. Creative team player with strong background in market research, public relations, business development, business process analysis, negotiation, organizational leadership, and training that is consistent with organization mission and goals.

## HIGHLIGHTS OF QUALIFICATIONS

- Community & Economic Development
- Resource Development & Financial Management
- Qualitative & Quantitative Market Research
- Strategic Planning & Analysis
- Facilitation & Negotiation Skills
- Organizational Development & Training
- Communication & Marketing Management
- Business Process Analysis & Planning

## SELECTED ACHIEVEMENTS

- Directed an innovative grass roots citizen visioning process that established broad based community consensus leading to rural community realignment. Managed a broad and diverse group of community volunteers. Results: Produced groups of community teams that implemented the community's consensus goals, including community engagement initiatives in economic and community development, social services, educational services, health care, entrepreneurial education and leadership training.
- Directed all marketing and communication efforts for two rural organizations including quarterly newsletters, direct mail, employee and civic presentations, websites, national workshops and corporate solicitations. Results: Regional TV and local newspaper featured the program, which resulted in free publicity for sponsoring organization. Video was developed which is still being circulated across the nation.
- Managed and directed all activities for a major nonprofit rural organization. Results: Turned around the organization with a streamlined structure, updated the accounting systems, computerized all operations, increased productivity and accountability. Within two years increased revenue by 20% keeping overhead expenses at the same level.

## PROFESSIONAL EXPERIENCE

### HAWKINS STRATEGIES GROUP

2001 - Present

#### Principal

Established and currently manage a management and marketing consulting firm targeting a niche market within the business, nonprofit and government sectors.

- Results: supported focus groups throughout rural Colorado that provided significant qualitative data for 2008 Rural Colorado Annual Report including preliminary writing of portions of the report, analysis of the county demographics, consulted with marketing and communications efforts; employee workshop on Root Cause Analysis, prepared feasibility studies for economic development projects, served as an interim executive director for a chamber of commerce, facilitated rural community SWOT analyses; coached business process and analyzed organizational performance for rural communities; facilitated focus groups; developed marketing and business plans, conducted extensive market research projects for rural economic development studies; conducted national workshops with concurrent publication on community engagement projects; grant writing; report writing and RFP responses; website effectiveness assessment, design and maintenance; design newsletters and write content; analysis of board governance issues and business processes for several non-profit and small businesses; conducted market and product research for investment proposes. (Please refer to Partial List of Clients below.)

### NEW MEXICO STATE UNIVERSITY-CARLSBAD

2000 - 2001

#### Project Director, Rural Community College Initiative

Managed a \$300,000 budget as the principal investigator for a Ford Foundation demonstration grant for rural community and economic development with 5 employees and over 300 volunteers. Responsibilities included public relations; rural community engagement and economic development projects; volunteer and leadership training for staff, local businesses, and community at large; worked with national partners to determine best practices in rural development, then introduced these practices to rural communities..

- Results: Turned around the five-year rural project in mid-cycle through financial management, marketing and communication efforts, and strategic planning
- Results: Increased the efficiency of the operation of the program through organization of policies, procedures, and standards.
- Results: Improved the program's accountability with the funders through compilation and analysis of program activity and statistical data collected via designed and administered survey instruments.
- Results: Developed a new system to communicate with stakeholders through the implementation of envisioned databases for communication and market research efforts.
- Results: Regional television station and local newspaper picked up the story and featured the program which resulted in free publicity for the college.
- Results: A broadened expertise with the logistics of managing a national conference event that is geographically remote by coordination 2001 Rural Community College Initiative.

### **Achievements:**

- Conducted and managed over 70 focus groups with presentations to local business and civic groups that collected 1,000 ideas from the citizens on community goals. Managed the one-day civic event where rural citizens voted. Results: Over 10% of the population gathered to vote which lead to a consensus of community goals thus realigned community needs. Community teams were organized, trained and supported initially under Rural Community College Initiative funding support.
  - ◆ Results: Reorganized and managed the annual operating budget so that revenues were available for further development after the completion of the grant.
- Collaborated with community organizations, university departments, programs, projects, local school systems, and other stakeholders.
  - ◆ Results: the college expanded operations by targeting its strategic plan to include surrounding rural communities increasing revenues from educational programs.

## **UNIVERSITY OF TULSA**

1997 - 2000

### **Graduate Assistant**

Conducted special projects for the Dean of the Graduate School including institutional research and outcomes assessments; developed and implemented marketing and assessment plans; upgraded the department's web design; consulted on the design and implementation of operational procedures.

### **Achievements:**

- Results: Designed and administered a longitudinal database which improved the accountability of the graduate programs with a system that diagnosed potential issues the graduate programs may face in the future.
- Results: met a critical component for the NCA visit, which had not been in place, by writing an assessment plan for implementing university-wide outcomes assessment model.
- Results: Established a documentation system for future contributors on assessments issues
- Results: A system that diagnosed potential issues graduate programs may face in the future with accrediting organizations
- Results: Coached the faculty to become engaged with the college's outcomes assessment plan

## **NEW MEXICO STATE UNIVERSITY-ALAMOGORDO**

1993 - 1997

### **Outcomes Assessment Coordinator**

Directed the development of an outcomes assessment model and implementation timeline based on an institutional effectiveness matrix including the development of statistical databases derived from the university's mission, accreditation requirements, and accountability needs.

- Results: establishment of the first operating ten-year assessment plan with a timeline reducing duplication of assessment efforts by increasing faculty productivity.
- Results: broadened the college's community image by designing a comprehensive community needs assessment survey.

### **Achievements:**

- Began implementation of an assessment model with a comprehensive community survey, student satisfaction survey, and student exit survey. The statistical analysis was developed in SAS.
- Planned, created, programmed and managed statistical computer databases; analyzed statistical data and generated reports; drew conclusions and made recommendations based on research data and findings.
- Designed a comprehensive marketing and community report and made community presentations to local civic groups reporting the results of a comprehensive community survey.
- Designed and administered an employer survey and an alumni survey.
- Institutional research coordinator for faculty providing assistance and support with their program assessment needs.
- Designed, developed and administered various survey instruments to deal with retention and recruitment efforts and developed the statistical analysis in SAS.
- Made CEO calls explaining the need for assessment planning for the university.
- Results: Supported the organization and management of the operations and communication efforts for large conferences by assisting with the organization of the National Association of Institutional Research and Rocky Mountain Association of Institutional Research conventions.

## UNITED WAY OF OTERO COUNTY

1988 - 1993

### Executive Director

Managed, under the direction of a Board, a \$550,000 budget with 5 employees, 350 volunteers, and 21 agencies. Responsibilities included assisting and supporting the annual and CFC campaigns, financial management, strategic planning, public relations; all marketing and communication efforts; agency relations and fund distribution.

- Results: Turned around the organization with a streamlined structure, updated the accounting systems, computerized all operations, increased productivity and accountability. Within two years increased campaign receipts by 20% and improved United Way agencies accountability by 50%.
- Results: the establishment of the Interagency Council that increased collaboration efforts to reduce duplication of social services in the rural areas it serves.
- Results: Standardized the marketing message to be consistent with the national United Way advertising effort.
- Results: Streamlined organization and increased productivity.
- Results: Helped United Way agencies broaden funding resources through innovative resource development.
- Results: Responding to a local need, established a food banking system designed to reduce the operational costs of local food pantries.
- Results: Diagnosed the reasons for changing donor patterns of giving, identified new donors, which allowed for a 15% increase in campaign receipts within a two year period.
- Results: A significant improvement in the effectiveness of the volunteers through training.

### Achievements:

- Developed and managed the annual operating budget; approved and monitored all budget expenditures; managed and maintained all related financial statements of support, revenue and expenses, changes in fund balances and statement of functional expenses; provided interim and annual status reports on all accounts.
  - Results: Increased the organization's accountability to its stakeholders.
- Implemented an information and referral system that provided an outreach infrastructure for rural stakeholders.
  - Results: Improved the image of the organization, broadened its volunteer and funding base.

## EDUCATION

**Masters of Business Administration**, Business Administration  
University of Tulsa, Tulsa OK

**Bachelors of Business Administration**, Marketing  
New Mexico State University, Las Cruces NM

## TECHNICAL QUALIFICATIONS

Microsoft Office Professional 2003 including Word, Excel, PowerPoint, Outlook, Access; Microsoft Front Page 2003; Microsoft Publisher; Microsoft Project; Internet Research; Crystal Ball; Excel Statistical Analysis; Quick Books; SAS; Linear Programming; Goal Programming; Decision Analysis; Tree Plan; GLP; Paradox; Type 70 WPM

## SPECIAL SKILLS

Strategic analysis and planning, Problem analysis and design of solutions; Market research; Project management; Financial analysis; Outcomes assessment; Institutional research. Goal oriented, collaborative, servant-leadership management style. Facilitate focus groups; Survey design; Decision science; Assessment of organizational effectiveness; Leadership trainer and coach; Negotiation skills; Higher education instructor; Design and implementation of community engagement projects; Non-profit Board of Directors: development, training, and consulting; PhD level course in organizational communication at University of New Mexico

## PUBLICATIONS AND PRESENTATIONS

- Hawkins, L. (2007, February), *Stakeholder Analysis*. Workshop presented at the Colorado Conference on Volunteerism and Service Learning, Colorado Springs, Colorado.
- Hawkins, L. (2007, February), *Community Engagement by Visioning, Looking at One Community's Success*. Workshop presented at the Colorado Conference on Volunteerism and Service Learning, Colorado Springs, Colorado.
- Hawkins, L. (2003, October), *The Community Has Set Its Goals....What do we do now? A Lesson in Implementing Community Goals*. Workshop presented under Institutional and Community Capacity Building--Collaborative Partnerships at the 2003 Rural Community College Alliance, 2nd Annual Convention, San Antonio, TX.
- Hawkins, L. (2003, March). *Civic Engagement: Putting "Community" Back Into Community Colleges*. Workshop presented at the 2003 Rural Community College Institute, Kansas City, MO.
- Hawkins, L., Lincoln, C., and Nance, B. (2001, April). *Access and Economic Development in Rural America*. Workshop presented at the 2001 American Association of Community Colleges, 81st Annual Convention, Chicago, Ill.
- Aguirre, F. and Hawkins, L. (1996, August). *Why Reinvent the Wheel? Let's Adapt Our Institutional Assessment Model*. Resources in Education. Washington, D.C.: ERIC Clearinghouse on High Education; paper presented at 1996 New Mexico Higher Education Assessment Conference, Albuquerque.
- Hawkins, L. and Lillibridge, F. (1995, May). *Development of the SPRE Compliance Matrix NMSU-Alamogordo*. Paper presented at the 1995 New Mexico Two-Year Colleges Conference, Ruidoso, NM.
- Twomey, J., Lillibridge, F., and Hawkins, L. (1995, March). *SPRE and the NMSU-A integrated assessment and strategic planning (IASP) process: What we've learned and where we're going*. Paper presented at the New Mexico Higher Education Assessment Conference, Albuquerque, NM.
- Twomey, J., Lillibridge, F., Hawkins, L., and Reidlinger, C. (1995, March). *SPRE and the NMSU-A integrated assessment and strategic planning (IASP) process: What we've learned and where we're going*. In A Collection of Papers on Self-Study and Institutional Improvement, 1995. Chicago, Ill: North Central Association of Colleges and Schools.

## ASSOCIATIONS

- Pikes Peak United Way, *Administrative and Technical Assistance Volunteer*
- Scottsdale Chamber of Commerce, Economic Development Advisory Board, *Member*
- Association of Professional Researchers for Advancement, Arizona Chapter, *Member*
- Belen Chamber of Commerce, *Interim Executive Director, Member*
- International Society for Performance Improvement, New Mexico Chapter, *Member*
- American Association of Individual Investors, New Mexico Chapter, *Member*
- Rural Community College Alliance, *Charter Member, Member of National Planning Conference Committee*
- HUD Community Outreach Partnership Center (COPC)-New Grants for Universities and Colleges, *2001 National Peer Reviewer*
- Quality New Mexico Board of Examiners, based on Baldrige Criteria for Performance Excellence, *Member*

- New Mexico State University-Carlsbad, *College Instructor*, Sophomore-Level Course on Personal Development
- Rotary Club of Alamogordo, *Board of Directors and Secretary*
- New Mexico State University Alumni Executive Council, *Board of Directors*
- New Mexico State University Alumni Chapter-Otero, *Charter Member, Board of Directors*
- Tularosa Basin Food Bank, *Charter Member, Board of Directors*
- YWCA, Bartlesville, *Board of Directors, President-Elect*

### **PARTIAL LIST OF CONSULTING CLIENTS**

- Colorado Rural Development Council
- Colorado Springs Child Nursery Centers
- Project Medium
- Pima Medical Institute
- Pikes Peak United Way
- PH<sub>2</sub>O Plumbing
- Community Empowerment Organization
- Sanjevani Health & Life Style Center
- New Mexico Department of Health
- New Mexico Livestock Board
- Belen Chamber of Commerce
- New Mexico Rural Development Response Council
- New Mexico Automotive Parts & Service Association
- Boys and Girls Club of Valencia County
- Ranchers Banks
- New Mexico State University-Carlsbad