

Gwendolyn J. Henderson, CAE

Lancaster, PA | Cell: 555.555.5555 | ghenderson@gmail.com | Twitter: @gwenhenderson | www.linkedin.com/in/gwenhenderson

Association CEO | President | Executive Director | Deputy EVP Trade Association | Association Foundation

Member-centric association CEO and servant leader expert in strategic planning, articulating clear vision, ensuring financial stability, and meeting member evolving needs to advance association. Expert fundraiser/ foundation administrator-- successfully expanded 501(c)(3) foundation to enhance association's value to membership and public. Health quality champion with proven success in leading coalitions to effect regulatory and policy changes to advance industry.

Career Highlights

- Re-launched shelved 501(c)(3) foundation by implementing strategic plan and raising up to **\$350K** annually.
- **Secured key regulatory change** leading to new credential and potential new **\$700M** business model for members.
- Turned around association in financial disarray by building reserves to **7-figures**, 6 years ahead of schedule.
- Weathered industry collapse and ensured association survival through Great Recession, staying 2% within budget.
- **Bolstered education revenue** as part of re-branding effort by overhauling legacy credentials and **introducing multiple new designations** for professionals at various experience levels.

Areas of Expertise/Signature Strengths

Association Operations | Strategic Planning | P&L/Financial Management | Advocacy | Fundraising | Board Management
Staff/Team Leadership | New Revenue Streams | Marketing | Membership | **501(c)(3)** Foundation | Professional Development

Association management and business leadership honors and contributions include "Member of the Year" for GWSAE, ASAE Fellow Nominee, and service as chair of ASAE Insurance Commission. Founded/led advocacy Health Quality Legislative Coalition and Safety Council and received special recognition as Chair of Health Quality Legislative Council.

Professional Experience

HQI: HEALTH QUALITY AND SAFETY PROFESSIONALS (formerly Health Quality Institute), Lancaster, PA | 1987–present
Association for health quality and safety industry | 52 chapters | \$4.5 M Budget | 20 staff

Chief Executive Officer | Stabilized finances, rebuilt trust with membership, and implemented strategic management process to grow program revenue to \$5.6M during tenure. Initially hired as assistant executive director (1987-1994) as potential successor for retiring CEO. Highlights:

- As new CEO, **restored financial stability** by instituting and building association reserves to **\$1.6M** reaching 10-year goal within first 4 years and doubling revenues to **\$5M+** over 13-year period.
 - Achieved **25%** growth in each business by hiring top talent to overhaul programming to ensure relevancy.
 - Shepherded association through Great Recession/industry collapse to stay within 2% of budget.
- **Revitalized and grew inactive Health Safety Foundation, raising \$4.5M+** during tenure and implementing strategic planning process as foundation CEO (2013–present and 1996–2006).
 - **Grew donations by 50%** over the last 2 years by creating "Promoting Health Safety" campaign, focused on health safety of patients and expertise of health safety and quality professionals.
 - Through strong personal relationships, consistently raised up to **\$40K** annually from individual manufacturer and distributor donors.
- **Led effort to secure regulatory change** in health care standard, resulting in creation of **profitable new credential, new viable business model** and penetration into education market.
 - More than **400** members certified with new credentials and **30%** of members offer expanded services, resulting in approximately **\$700M** in income from new model.

Gwendolyn Henderson., CAE, page 2

HQI: HEALTH QUALITY AND SAFETY PROFESSIONALS, continued

Spearhead association reinvention/rebranding effort “New Day, New HQI” to stay relevant in evolving profession by refreshing image, expanding membership, and developing new revenue streams.

- **Introduced multiple credentials leading to double-digit growth** in education revenue within 2 years to recognize professionals at various experience levels to align with industry and profession’s evolution.
 - Recommended new affordable model to **grow membership 3 fold** in first two years and **advertising revenue 15%** by expanding number of eligible members per company.
 - **Strengthened local brand and service to chapters** with plan to move to new regional structure with paid “ambassadors” to liaise with national office and oversee local delivery of services.
 - **Revamped website and implemented multimedia communication efforts**—including upcoming launch of new online networking forum—to revitalize chapters, ensure relevancy, and **attract and engage younger members**.
-

Early Sales Career

Regional Director of Sales/Sales Manager | FAIRLINGTON HOTEL COMPANY

- Directed conference and meeting sales in Mid-Northeast region. Managed DC office, ranked #1 in sales.
- Consistently recognized as top salesman for New Orleans Fairmont.

Leasing Sales Manager | ASSOCIATION LEASING COMPANY

- Directed sales for leasing company focused on not-for-profit market
-

Health Care Community Leadership

Chairman, HEALTH QUALITY LEGISLATIVE COUNCIL, 2015–2016

- Influenced several major pieces of health quality legislation, , as member of coalition of 60 associations committed to advocating for health care quality.
- Currently leading effort to resurrect the White House Conference on Health Safety.
- Received special recognition for initiating expansion of CEO membership to include government relations staff.

Founder, HEALTH SAFETY LEGISLATIVE COALITION

- Founded informal industry wide federation to advance federal legislation in health safety. Submitted testimony on school security to the Department of Justice.
-

Education

Certified Association Executive (CAE) | AMERICAN SOCIETY FOR ASSOCIATION EXECUTIVES

Bachelor of Science, Political Science, minor in Business Administration | UNIVERSITY OF PITTSBURGH