

Angie Clinton Welsh

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Profile

A passionate, results oriented senior-level nonprofit executive with proven experience and extensive knowledge of collective impact, resource investment, and strategic planning/implementation of projects.

Strengths include:

- Exceptional strategic thinking
- Disciplined financial and allocation management
- Ability to identify and attain goals
- In-depth understanding of the challenges and opportunities of nonprofit systems
- Outstanding organizational, writing and management skills
- Powerful and effective speaker

Professional Experience

Director, The Kaleidoscope Project

July 2017 to Spring 2022

The Kaleidoscope Project's mission is to strengthen environments and experiences where children spend time as a means to nurture children's mental, social, and emotional well-being. We are working to ensure that children ages 0-8 and their families who have been made most vulnerable by structural racism will have better opportunities to build a solid social emotional foundation by improving the places where children have to be and their relationships with adults and other children in those spaces.

- **Vision and Implementation:** Through adaptive leadership, ensure the project retains strategic coherence and meets goals on schedule and within budget. Oversee an on-going external utilization-focused evaluation that informs activities in real time. Manage a comprehensive communications plan that engages the community. Facilitate broad range training and technical assistance county-wide. A 2021 strategic planning effort resulted in a new (and second) \$2 million grant to strengthen our equity focus and partnerships to support young children's and their families' social emotional development.
- **Strategic Community Investment:** Invest almost \$500,000 in 24 community organizations that work with vulnerable children and families to improve physical space based on the best practices, to increase capacity to understand and serve children 0 – 8 and their families, and to strengthen relationships for children. The sites represent parks and rec facilities, health and human services organizations, a music school, elementary schools, a hospital, childcare centers, transitional housing, homeless service providers, homeless shelters, and affordable housing providers. 2022 investments will focus on housing.
- **Collective Impact:** Engage cross-sector partners in a common equity-grounded agenda to build positive child (especially vulnerable children) mental health. Connect the dots between mutually reinforcing programs and services, seeking to align efforts where possible.
- **Community Leadership:**
 - Board Chair for Wake County Human Services, a combined Department of Social Services and Public Health agency
 - Wake County's Child Abuse Prevention Plan
 - Live Well Wake
 - ACEs Resilience Initiative
 - Wake Young Child Mental Health Initiative
 - Wake County Mental Health Plan
 - NC Pathways to Grade Level Reading

- NC EarlyWell Initiative
- **Management and Efficiencies:** Oversee all planning, implementation, evaluation and reporting of a \$2 million 4 year grant that concludes in June 2022 and a new 5-year \$2 million grant that concludes in January 2026.

Angie Clinton Welsh Consulting

August 2016 to July 2017

Projects included board facilitation, evaluation of operational and fund development strategies, development of a staffing plan, and consultation on organizational shift to a collective impact model.

Senior Vice President of Community Impact, United Way of the Greater Triangle (UWGT) 2001 to August 2016

Led the dramatic transformation of the organization to a collective impact United Way (UW). Disciplined and innovative leadership approach allowed for a comprehensive shift (88%) of community investments for 2015-2017 to collaborative partnerships in one year (transitions in the UW system have been traditionally been 3-5 years). Strategic approach maintained agency relationships, engaged donors, and brought new partners (funded and unfunded) to the work.

- **Vision and Implementation:** Guided targeted impact efforts in four counties—spanning urban, suburban and rural communities—which included data analysis, strategic planning, program funding, program monitoring, and agency relations. Included policy/procedure development, marketing support, community relations and development of community partnerships for a coordinated approach to addressing problems in local communities.
 - Served as the spokesperson for United Way of the Greater Triangle community impact agenda for the media, donor presentations and other stakeholder meetings.
- **Strategic Community Investment:** Designed and implemented an effective system of community impact through the investment of about \$7M in programs each year. In 14 years, oversaw investment of over \$130M in community based solutions to serious health and human service problems.
- **Collective Impact:** Spearheaded significant re-focus of organization's impact agenda based on the collective impact framework, resulting in the adoption of a Two-Generation model for community change. Accomplished shift from isolated program funding to investments in collaborative partnerships for integrated, comprehensive approaches to family success for adults and children together.
- **Community Leadership:** Participated in and/or led influential community organizations or initiatives including:
 - Board of Wake County Human Services and Chair of the Social Services Committee
 - Chair of Durham's Partnership for Children Board
 - Chair of Wake County Smart Start Board
 - Board of Youth Thrive
 - Development of the Raleigh/Wake County Ten-Year Plan to End Homelessness
 - Orange County Human Services Advisory Commission
 - Wake Juvenile Crime Prevention Council
 - Leadership Triangle
 - The Aspen Institute Ascend Program
 - The Collective Impact Forum
- **Management and Efficiencies:** Transitioned organization to a web based system of agency certification, program application and fund distribution
- **Dedication to Mission and High Work Ethics:** Promoted three times at United Way of the Greater Triangle. Agency Relations Manager 2001 – 2003; Agency Relations and Community Impact Director 2003 – 2004; Vice President 2004 – 2005; Senior Vice President 2005 2017.

Assistant Regional Director, Church World Service Greater Mid-Atlantic Region, Richmond, VA 2000 to 2001

- **Vision and Implementation:** Coordinated over 30 CROP Walks in Virginia and West Virginia, raising over \$300,000 annually for local and international hunger relief.
 - Planned, implemented, and evaluated activities with a major emphasis on community based special event fund raising.
 - Mobilized volunteers, cultivated donors; educated people about the issues of hunger and its related causes; interpreted the work of the agency to the general public; and interacted with the media.

Director, The Growing Tree at Wilson Memorial Hospital, Wilson, NC 1991 to 2000

- **Vision and Implementation:** Founding Director of community's first employer-sponsored, hospital-affiliated child development center.
- **Management and Efficiencies:** Managed capital budget, designed environment, purchased equipment, developed and administered operational budget of \$1 million, designed curriculum, established policies and procedures, oversaw licensing compliance, supervised staff of 28 and enrollment of 150 children.
 - Achieved accreditation by the National Association for the Education of Young Children.
 - Constructed second building specifically for school-age children; operated a fleet of vans for transportation services.

Coordinator, Citizens for a Healthier Wilson County 1998 to 1999

- Facilitated grant writing, programming, committee function, budgeting, accounting and communications for health improvement task force funded by The Duke Endowment as a part of the Healthy Carolinians initiative.
- This part time position was concurrent with direction of The Growing Tree through an arrangement with Wilson Memorial Hospital.

Executive Director, Wilson County Partnership for Children 1996

- Directed start-up of public/private partnership, through North Carolina's Smart Start initiative, to improve the lives of children from birth to age 5.
- Wrote grant proposal that resulted in initial \$795,000 county funding;
- Administered programming, budgeting and accounting, communications and board function for the initiative. Upon funding of the partnership, a full time director was hired.
- This part time position was concurrent with direction of The Growing Tree through an arrangement with Wilson Memorial Hospital.

Associate Director, United Way of Wilson County 1990 –1991

- Held primary responsibility for communications and agency relations.
- Served as acting Executive Director upon the retirement of the CEO after 25 years in the position.
- Produced campaign video that won regional and national United Way awards.

Associate Director, Arts Council of Wilson 1987 - 1990

- Managed programmed arts events including logistical details and project evaluation. Handled agency marketing and communications including media relations.
- Organized community concerts by Ray Charles, Tammy Wynette and Joe Williams.

Education

Meredith College, Raleigh, NC
Meredith Honor Scholar; McCrory Corporation Scholar
Earned B.A.; Cum Laude; double major in Mathematics and Religion

Southeastern Baptist Theological Seminary, Wake Forest, NC
Christian Education Courses

Houston Baptist University, Houston, TX
Education Courses

Continuing Education and Professional Development

Nonprofit Management Training

- Collective Impact Forum Funders Community of Practice
- The Aspen Institute's Ascend Network
- Duke Institute for Nonprofit Management
- Harvard/MIT Leading Community Problem Solving
- Leadership Triangle Goodmon Fellow
- NC Center for Nonprofits
- North Carolina Partnership for Children
- United Way of NC
- United Way Worldwide
- Board Source
- NC Association for the Education of Young Children
- NC Child

NC Division of Child Development

- Child Care Administration Credential
- Over 300 hours training, emphasis on volunteer development and business management

Corporate Management Training

- Wilson Memorial Hospital
- Deloitte
- Blue Cross Blue Shield of NC