

## **Kate Rutter**

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### **Summary of Qualifications:**

- Proven skills in strategic planning, team leadership, operations management & project management
- Excellent communication skills: effective written & oral presentation, networking, consensus building and dispute resolution
- Ability to build and maintain a collaborative and participative organizational culture
- Expertise in developing and delivering comprehensive marketing and communications outreach programs
- Focus on creating sustainable processes, policies and procedures, and implementing effective program tracking systems

## **Experience**

### **Strategic Planning & Implementation**

- Wrote Strategic Plan for nonprofit arts organization. Defined 5 and 10-year goals and objectives, and drafted work plans to further the work of the organization in meeting constituent needs.
- Wrote & presented comprehensive technology vision plan for career development organization. Defined work plans and operational goals, designed staffing structure and systems implementation to meet objectives. Launched new service areas, including web site, client-access computer stations, new library catalog & resource system and organizational intranet.
- Developed vision & strategic plan for enterprise software company web initiatives. Delivered major web projects, including customer portal, developer portal, software exchange portal, training & web presentation system and organizational intranet.

### **Project Management**

- Collaborated with service departments and business leads to define and create web-based projects that delivered on client needs and business objectives.
- Designed and implemented projects to enhance organizational services, including: needs assessment, project definition, staffing design, systems implementation & roll-out, documentation, training and support.
- Created and managed budget & resources to deliver projects on schedule and on budget.

#### *Sample Project List*

- Web initiatives: developed and managed complex web systems and applications, including organizational web sites; web portals; intranets; small business sites; commerce sites; customized web systems / 3rd party systems
- Network projects & systems migrations: organizational network & communications infrastructure (45-node Client/Server LAN); Network security structure & policies; Intranet/Internet connectivity; Desktop hardware and software support; Messaging system migration; Network migration from peer-to-peer to client/server

### **Team & Budget Management**

- Managed technology budget (\$200K, operating & capital), dedicated technology team (3 FT staff) and ad hoc project teams (5 PT equiv. staff) for career development nonprofit organization.
- Defined and managed web development budget (\$150K), core team (6 FT staff) and consulting resources for enterprise software company.

### **Marketing & Communications**

- Developed and implemented comprehensive marketing program for nonprofit arts education organization, including: positioning statements, collateral development, online marketing, email outreach, advertising, and information displays.
- Developed, implemented and managed online marketing programs for enterprise software / Internet company. Defined marketing objectives and web strategy, developed interactive web sites, launched online presentation system and developed email marketing processes.
- Designed and developed marketing collateral for companies, including print brochures, business cards, web sites, product guides and media kits.

### **Presentations - Strategic & Funding**

- Designed venture funding presentations for enterprise software company, including strategic company and product presentations that successfully secured \$75 million in venture funding and investment (\$35 million, series "C"; \$40 million, series "D".)
- Collaborated with CEO and company founder to create presentations and reports for investors, financial analysts and key business contacts.

**Operations Management**

- Responsible for operational restructuring of arts organization. Developed solid business management processes for budgetary and fiscal controls, including operational and program budgets, HR processes and board reporting. Worked with Board of Directors to successfully re-launch organization after a 6-month period of transition, including a facility move, closing bank financing for \$3,600,000 (building purchase transaction) and securing a \$500,000 line of credit for facility upgrades.
- Member of Senior Management Team at a nonprofit career development organization during a period of substantial growth. From 1993 to 1998, the organization increased membership by 40%, experienced a 60% increase in client visits (seeing over 100,000 client visits a year); substantially enhanced the breadth and depth of programs through delivery of technology and systems development.
- Founded and managed Technology Services department. Responsible for organizational technology strategy, computing/information systems environment, and representing technology vision to Board and stakeholders.
- Directly contributed to new services and technology that resulted in 60% increase in client visits and provided over \$100,000 in mission-related service income.
- Spearheaded systems and process assessment, developed new procedures and policies to responsibly manage rapid growth of the organization, and took on roles of increasing responsibility and scope.
- Collaborated with other departments on annual budget, staffing and resource management.

**Work History**

<b>Independent Consulting, Emeryville, CA</b> [www.intelleto.com]	<b>1998 - current</b>
<ul style="list-style-type: none"> <li>▪ Technology strategy &amp; marketing consulting</li> <li>▪ Web strategy, development &amp; design</li> <li>▪ Project management for financial, technology and Internet projects</li> </ul>	
<b>The Crucible, Berkeley, CA</b> [www.thecrucible.org]	<b>2001 - 2003</b>
<ul style="list-style-type: none"> <li>▪ Director, Business &amp; Operations</li> <li>▪ Marketing &amp; Public Relations</li> </ul>	
<b>Epicentric, Inc., San Francisco, CA</b> [www.epicentric.com; now Vignette]	<b>1999 - 2001</b>
<ul style="list-style-type: none"> <li>▪ Senior Director, E-Business Development &amp; Operations</li> <li>▪ Director of Online Marketing</li> <li>▪ Online Marketing Manager</li> </ul>	2001 2000 1999-2000
<b>Alumnae Resources, San Francisco, CA</b>	<b>1993 - 1998</b>
<ul style="list-style-type: none"> <li>▪ Director of Technology Services</li> <li>▪ Systems Administrator</li> <li>▪ Senior Associate, Resource Center</li> </ul>	1996 - 1998 1995 - 1996 1993 - 1995
<b>Market Design, San Francisco, CA</b>	<b>1992 - 1993</b>
<ul style="list-style-type: none"> <li>▪ Marketing Associate</li> </ul>	
<b>McKenzie, Rose &amp; Holliday Development, San Francisco, CA</b>	<b>1990 - 1992</b>
<ul style="list-style-type: none"> <li>▪ Marketing Assistant</li> </ul>	

**Education & Affiliations**

- Wellesley College, BA Studio Art with Honors, 1990. Wellesley, MA.

**Community Service**

<ul style="list-style-type: none"> <li>▪ Park Avenue Neighborhood Association, Steering Committee Member</li> <li>▪ City of Emeryville, Park Avenue District Advisory Committee Member</li> <li>▪ Students Rising Above Scholarship Fund, Volunteer</li> <li>▪ P.E.O. International, local chapter officer, state website committee</li> <li>▪ The Crucible, Board President, Marketing &amp; Strategic Planning Volunteer</li> <li>▪ International Sculpture Center, Member</li> <li>▪ California Academy of Sciences, Museum Exhibits Volunteer</li> <li>▪ Alumnae Resources, Library Volunteer</li> <li>▪ LEAP (Learning Through Education in the Arts Program), Marketing Volunteer</li> <li>▪ Alumnae Resource Career Advisor Network, Volunteer</li> </ul>	2004 2004 2004 2002 - 2004 2001-2003 2002-2004 1994 - 1995 1993 - 1994 1992 - 1993 1992 - 2001
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