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SUMMARY

- Executive philanthropic and public leader able to build strong relationships with diverse groups of policy makers, business leaders, non-profit organizations and grass roots individuals.
- Highly effective problem solver skilled at positioning organizations to partner in leading systemic change.
- Forward thinking change-maker with experience in developing vision, strategic plans and creative start-up/re-engineering efforts.
- Skilled community builder with coalitions of racially diverse community groups to develop and implement strategic initiatives—producing measurable results with focused resources.
- Strong resource developer for foundations, non-profit organizations and small businesses by cultivating donors and creative financing strategies.
- Passionate public speaker-numerous speeches to foundation, academic, community, public/non-profit and business audiences.

PROFESSIONAL EXPERIENCE

Minneapolis Foundation
President and Chief Executive Officer, 2007-2016

Led one of the oldest and largest community foundations in the country. Foundation was established in 1915; one of the 35th largest. Community foundations have been created to pool community philanthropic assets, to find and fund innovative solutions to tough community problems and to help donors find their philanthropic passion. The foundation has 40 employees and approximately \$750 million in assets, most from donor advisors.

- Co-created a new vision, purpose statement and a strategic plan implemented in 2009. Still guiding the foundation, this plan included metrics for asset growth, measurement of community impact and operational effectiveness. Centerpiece of this work - economic, social and racial equity.

- Commissioned Wilder Foundation to measure the disparities in communities of color now known as the One Minneapolis report. Widely used to support community wide racial equity strategies.
- Created three focus areas for grant making - transforming education, promoting economic vitality and building civic engagement. The focus of education strategy is to reform the quality of education for children living in poverty especially children of color. Funded high quality schools and networks of schools, strategies to improve teaching quality, parent engagement and policy initiatives. Economic vitality focus - Jobs, homelessness and small minority business development. Policy, leadership development and voter registration are fundamental aspects of investment in building civic engagement.
- Co-developed foundation and coalition policy initiatives - high quality early education, teacher evaluation, charter school development, immigration reform, increasing minimum wage, ban the box, marriage equality and the fight against voter id.
- Increased foundation net assets by over 20% which included the years of the great recession. Donor advised funds - increased by over 20%; grant making doubled over the last several years from \$35 million to over \$70 million. Leveraged \$5 –\$8 million unrestricted grant dollars into community wide initiatives with other foundations, grant makers and non-profits.
- Created program related investments (PRI) in collaboration with donors to create a million dollar working capital fund to support minority business participation on the US Bank Stadium. Other PRI activities included investments of over \$1.8 million in the Non Profit Fund (NAF) to help the finances of good but un-bankable non-profits. Foundation donors readily subscribed to this strategy. Current efforts include a \$5 million PRI to fund high performing schools and other community needs.
- Launched Fourth Generation – a giving circle of early career younger philanthropists. All research and funding decisions made by participants. Group has grown to over 300.
- Activated the Minnesota Helps Fund to coalesce resources to assist in recovery after the collapse of the I-35W bridge collapse and the 2011 North Minneapolis tornado.

Hennepin County - Chief Administrative Officer County Administrator 1999 –2007

As County Administrator, primary roles and responsibilities included providing executive leadership on behalf of the County Board of Commissioners, implementing county policy, and assuring effective delivery of county services.

- Developed and managed a \$2 billion budget and a workforce of 12,000 employees.
- Managed a positive relationship with each of the seven elected commissioners—each with divergent ideologies and expectations—within the context of a very public setting.
- Created a county-wide mission and vision statement, as well as a strategic implementation framework that included multiple priorities and results.
- Directed policy development and strategic management of the following business lines: human services; justice; libraries; medical systems; public works; and government operations.
- Guided the strategic financial, human resources, information technology and property services (operating and capital) operations.
- Coordinated budgets for the elected County Attorney, Sheriff and the state appointed Chief Public Defender to ensure balanced operations for the justice line of business.

Hennepin County Deputy County Administrator, 1997 – 1999

As Deputy Administrator, the second ranking administrative officer in Hennepin County served as the Acting County Administrator in the absence of the Administrator.

- Responsibilities included developing proposed operating and capital budgets and policy recommendations for the County Board, recommending new management approaches and strategies, and developing more effective methods of delivering county services.
- Areas of direct supervision: county assessor, environmental health and safety, libraries, medical examiner, planning and development, risk management, targeted contract services and taxpayer services.

Minnesota Department of Transportation**Director, Office of Administration, Metro Division, 1990 – 1997**

Office Director, responsible for producing measurable outcomes. Provided leadership and direction for all administrative functions in a transportation agency division of 1,500 employees with a budget of \$80 million. Managed division finances, human resources, labor relations, diversity, organization change management, information technology, public affairs, quality improvement, market research, facilities management and several strategic focus areas noted below:

- Spearheaded division restructuring and consolidation of 1500 employees / 40 metro area locations
- Initiated public sector business planning / logistics emphasis with freight companies
- Planned and executed a \$9 million building purchase / relocated 500 employees
- Designed diversity programs and implementation / recruitment, training and mentoring strategies
- Created partnership with unions on classification change strategies / maintenance trainee, civil engineering technician trainee

Minnesota Department of Transportation**Director, Office of Equal Employment Opportunity Contract Management, 1984 – 1990**

Office Director responsible for meeting all federal regulations regarding the Disadvantaged Business Enterprise Goals under the Surface Transportation Act in a complex and contentious political environment.

- Managed a professional staff of eight with operating budget of \$1 million.
- Certified over 300 woman-owned and minority firms.
- Achieved an annual Disadvantaged Business Enterprise (DBE) participation rate of \$35-40 million on MN/DOT construction projects.
- Raised \$400,000 to co-create the Minnesota Working Capital Fund for Disadvantaged Businesses, a partnership between public agencies and foundations.

City of Minneapolis**Director, Women and Minority Business Enterprise Program, 1981 – 1984**

- Responsible for program design, implementation and meeting measurable goals set by the Mayor and City Council.

**Minnesota Department of Economic Development
Small Business Consultant, 1979 – 1981**

- Assisted over 100 small businesses with planning, management and marketing strategies. Co-founded the Minnesota Hispanic Chamber of Commerce to offer assistance to Hispanic businesses statewide.

EDUCATION AND DEVELOPMENT

**Harvard University, John F. Kennedy School of Government,
Cambridge, MA 1996**

- Master in Public Administration (MPA), June 1996. Concentration in government and business policy, with an emphasis on restructuring services for more effective delivery. Coursework included poverty and public policy, entrepreneurship in the social sector, strategic human resource seminar; managing organizational transformations; applied economic analysis; urban infrastructure; public sector information management; the future role of government; managing organizational transformations, analyzing break-through service companies in the private sector.
- Participated in Harvard Journal on Hispanic Policy, Kennedy School Latino Caucus, Innovations in Government, and a collaborative between the Ford Foundation and Harvard's Kennedy School of Government to recognize government best practices.

College of Saint Catherine, St. Paul, MN

- Bachelor of Arts, Business Administration, 1991
- Minors – Economics, Women's Studies
- Honors – Who's Who in American Colleges and Universities; Kappa Gamma Pi

National Hispana Leadership Institute, Washington, D.C., 1992

- Selected as one of 28 participants from a national competition
- Center for Creative Leadership, Colorado Springs, CO, March 1992
- Harvard Kennedy School of Government, April 1992

Development Training Institute, Baltimore, Maryland, 1983-1984

- Selected as one of 30 participants nationally to participate in strategic community development training for government and non-profit leaders.

CURRENT and FORMER COMMUNITY LEADERSHIP

- **Esperanza United – Current Board of Directors Chair, 2017- Present**
- **TPT, Board of Directors, Chaired Governance and IDEA Committees, 2017 - Present**
- **Women’s Foundation of Minnesota – Board of Directors, Chair Program Committee, 2020 - Present**
- **Independent Sector, Washington DC., Policy Committee Officer and Board Member, 2013- 2017**
National organization advocating to congress and white house for equitable tax policy and treatment for foundations and non-profits.
- **50 CAN – Washington DC, Chair, Board of Directors, 2014 – 2017**
National education reform group supporting local efforts in 10 states - advocating for high quality K-12 education through research, policy and choice
- **Hispanics in Philanthropy, San Francisco CA., Officer and Board Member, 2010 – 2017**
National group of philanthropists advocating for more focus and investment in Latino communities and non-profits within the US, Mexico and Latin America.
- **Minnesota Comeback – Board Member, 2016 – Present**
Non-profit organization developing holistic strategy for high quality k-12 schools and to grow 30,000 high quality seats in Minneapolis. Scope includes traditional public, charter and independent schools using the levers of funding, community engagement, policy, and facilities.
- **Saint Catherine University – Governance Co-chair and board of trustees – 2011 – 2022**

Past Leadership Activities

- Metropolitan State University Foundation Director, 2004 – 2007
- Augsburg Board of Regents, 2002 – 2006
- Development Training Institute (DTI), Chair, 2002 – 2007
- Guthrie Board of Directors, 2002 – 2006

- Northwest Area Foundation Board of Directors, Vice-Chair, 2002 – 2007
- Minnesota Women's Economic Roundtable, 2001 – present
- Twin Cities Rise, Board of Directors, Vice-Chair, 2001 – 2006
- Board of Directors, United Way, 1999 - 2009
- Trustee, Minneapolis Foundation, 1984 - 1994
- Chair, Chicano/Latino/Hispanic Advisory Committee to University of Minnesota President Hasselmo, 1991 – 1995
- Trustee, Minnesota Women's Fund, 1987 – 1994
- Chair, Minority Issues Advisory Committee, Metropolitan Council, 1985 – 1987
- Co-founder and President of the MN Hispanic Women's Development Corporation, 1982 – 1987
- Co-founder and President of the Minnesota Hispanic Chamber of Commerce, 1979 - 1981

HONORS

- Latina Leadership Award, Casa de Esperanza, 2016
- Girl Scouts "Women of Distinction" Award, 2014
- Minneapolis/St. Paul Business Journal "Women in Business Award", 2013.
- Outstanding Citizen award from the Caux Round Table, 2012
- Medal of Honor, St. Catherine's University, 2010.
- Women Venture's Pioneer Award, 2009
- Profiled in the book, *Heroes Among Us*, written by Peter Heegaard, 2008
- Diversity Spirit Achievement Award – City Career Fair, 2006
- Courage in Leadership Award – Minnesota Hispanic Bar Association, 2005
- Recognized by National Conference of Women Legislators for Leadership, 2004
- Awarded Bush Leadership Fellowship to attend the Kennedy School of Government at Harvard University, 1995
- Profiled in Female Executive national magazine, September, 1993
- Alpha Award – Minnesota Department of Employee Relations, 1990
- Special Recognition Award – Minnesota Hispanic Chamber of Commerce, 1989
- Award for Excellence – National Association of Minority Contractors, Minnesota Chapter, 1988
- Award of Excellence, Founding Member and President – Minnesota Hispanic Women's Development Corporation, 1988
- WCCO Radio Good Neighbor Award, 1987

- **REFERENCES AVAILABLE UPON REQUEST**