

ANDREA OSMAN

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NONPROFIT LEADER

Bringing Nonprofit Visions to Life through Innovation, Effective Planning, Evaluation, Communication and Collaboration

Diligent, self-motivated and goal-oriented nonprofit leader with 24 years of progressive experience delivering results through the development and execution of effective strategic planning, program evaluation and strategic messaging. Demonstrated success in proactively approaching nonprofit challenges by applying problem-solving skills, communication and collaboration to achieve positive results. Regarded as a strong performer who thrives on challenges with skills, knowledge and education to add value and contribute to the overall success of the organization. Areas of expertise include:

- Special education • Nonprofit management & leadership • Program design & evaluation • Public speaking • Strategic planning • Policy analysis • Employee relations • Constituency building • Child development • Consensus building
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EXPERIENCE HIGHLIGHTS

2006-Present

CID—Central Institute for the Deaf

St Louis, MO

A nonprofit organization that teaches children who are deaf and hard of hearing to listen, talk, read and succeed without the use of sign language.

Director of Admissions and Program Evaluation, Summer Programs Coordinator, 2012-Present Assessment and Admissions Coordinator, 2006-2012

Strategic planning:

- Member of the school and board strategic planning teams for the last 15 years. Helped to implement the 2005-2007 plan and was involved in the development and implementation of the 2007-2010 plan.
- Worked with a consultant to complete an organizational assessment to identify strengths and opportunities for improvement across seven categories. Results led to the entire staff being involved in creating CID's core values. The organizational assessment also focused the 2011-2015 strategic plan toward improved communications, processes and evaluations that led to CID working as a more cohesive organization rather than as siloed departments.
- Led the strategic planning team through a situational analysis and development of 2015-19 plan.
- Participated in writing and implementing CID's Strategic and Program Plans, 2020-2023.

Resource development:

- **As a staff liaison to the Board Development Committee:**
 - Helped market CID on Display, an open house for prospective donors and led tours during the event.
 - Introduced a new major gift program, 1914 Society, for individuals who contribute \$1,914 and up annually.
 - Involved in the creation of marketing materials and letters to donors for the Robin M. Feder Endowed Scholarship Fund to honor 50 years of service.
 - Planned an estate planning networking event for estate planners, wealth managers, financial advisors and accountants to learn more about CID.
- **Corporate and Foundation Grants**
 - United Way of Greater St. Louis: Responsible for program and outcome reporting, 2006-2020. Part of the 2020 United Way Safety Net Funding grant writing team for CID.
 - Data Solutions Project: Co-wrote a foundation grant with the Executive Director to secure funding for the discovery phase of the project, 2018. Part of the grant writing team to secure funding for Phase I of the project (multiple grants), 2018-2019.
 - Work closely with the Director of Corporate & Foundation Relations to provide program narratives, program outcomes and statements in aggregate for use in grant writing and reporting.
- **Special events:**
 - Ultimate Picnic Planning Committee member, 2010-2013 (Annual gala).
 - Ultimate Birthday Bash Planning Committee member and choreographer for the student performance, 2014 (Centennial gala celebration).
 - Part of a four-member team to create a Centennial History Display, 2014. Parts of the display have become permanent fixtures in CID's professional development hallway.
 - Trivia Night volunteer and participant, 2006-present.
- **Individual gifts:** Presentation to the Board about Phase II and III of the Data Solutions Project led to a board member making a large leading gift.
- Wrote a resource development plan for CID as part of graduate work, 2011.
- American Philanthropy & Nonprofit Resource Development, UMSL course, 2011.

Financial management:

- Build, prepare and monitor annual program budgets for two departments totaling over \$400,000. Budgets are prepared to align with core activities identified through strategic and program planning.
- Review budget to actual reports on a quarterly basis with the leadership team. Assess any budget variances and evaluate potential changes to revenue streams, shifts in programming and strategic opportunities.
- Financial Issues for Nonprofit Organizations, UMSL course, 2008.
- Government Budgeting, UMSL course, 2012.

Recruitment and Enrollment:

- Created process for prospective family visits and candidacy requirements.
- Established an admissions team to make candidacy decisions.
- Establish and cultivate relationships with school districts and local hospitals.
- School enrollment (ages 3-12) increased by more than 20% from 2006 to 2019.
- Primary Designated School Officer for the Student and Exchange Visitor Program (SEVP) to allow for international students.
- Serve on the school's scholarship committee. Introduced a new three-year scholarship cycle to families, 2019.
- Serve on the interdepartmental Recruitment and Enrollment Committee.

Program evaluation:

- Established a continuous improvement process for the school (PTRAS-Plan, Try, Reflect, Act, Share).
- Design and implement program evaluations for new and existing programs.
- Guide departments through continuous improvement process.
- Facilitate meetings and build consensus for department evaluations consistent with strategic plan initiatives.
- Establish program outcomes and indicators and report aggregate data to staff, families and donors.
- CID project manager and facilitator of a 3-phased data solutions project.

Summer Programs:

- Hire staff and oversee both summer programs: Extended School Year and Enrichment.
- Co-creator of the Summer Enrichment program for graduates of CID.
- Developed a program rationale, logic model and program evaluation for the Enrichment program.
- Grew the number of students served with the new program and strengthened relationships with young alumni and their families.

Presentations:

- *Language Growth of Children with Permanent Hearing Loss*, Audiology Grand Rounds, St Louis Children's Hospital, March 2021
- *CID—Central Institute for the Deaf: Making Conversations Happen*, Audiology Grand Rounds, St Louis Children's Hospital, April 2019
- *Summer Matters: Establishing a Summer Enrichment Program*, Poster Session, AG Bell Convention, Orlando, FL, June 2014
- *Developing IEP Goals for Students with Hearing Loss: Speech, Language and Auditory Development*, Online Learning Course, CID, 2016 (Presenter and Co-author) <https://professionals.cid.edu/product/developing-iep-goals-students-hearing-loss-speech-language-auditory-development/>
- *Supporting Education with Technology through Program Evaluation*, Midwest Education Technology Conference, St Charles, MO, February 2010
- *Creative Technology in the Classroom*, Nonpublic Special Education Conference, Illinois State Board of Education, Chicago, IL, November 2008
- *Creative Technology in the Classroom*, AG Bell Convention, Milwaukee, WI, June 2008
- *Tools and Techniques for Assessing and Teaching Language*, Annual CID Workshop, 2007-2009
- Numerous other presentations to professional audiences, graduate students, prospective funders and community groups regarding programs, services and policy issues

Publications:

- Davidson, L. Osman, A. & Geers, A. E. (2021). The Effects of Early Intervention on Language Growth after age 3 for Children with Permanent Hearing Loss. *Journal of Early Hearing Detection and Intervention*, 6(1), 1-11. DOI: <https://doi.org/10.26077/aa92-7cb7>
- Bao, J., Osman, A. (Spring, 2007). *Adult Stem Cell Therapy for Hearing Loss: An Alternative Approach*. *Hearing Health*, 23(2), 26-29.
- Osman, A. (2006). *A theme-based creative movement curriculum for deaf and hard of hearing students: Focus on speech, language and audition skills*. Independent Studies and Capstones. Paper 248. Program in Audiology and Communication Sciences, Washington University School of Medicine. http://digitalcommons.wustl.edu/pacs_capstones/24

Additional nonprofit management and leadership highlights:

- Serve on the school's leadership team to oversee operations and make organization-wide decisions.
- Built a Speech-language pathology team in 2008 to work cohesively across the entire organization and toward similar goals. Prior to 2008 speech-language pathologists worked for a specific department and did not collaborate with one another.

- Supervise the speech language pathology (SLP) team and Associate Director of Admissions and evaluation.
- Introduced and facilitated the G Suite for Education technology committee to support teachers during COVID-19.
- Serve as a United Way Campaign speaker.
- Cognitive Coaching Training, Education Plus, September – December 2017
- Propelling Careers Leadership Academy, January – February 2021
- Graduate Certificate in Nonprofit Organization Management & Leadership, UMSL, May 2013

BOARD OF DIRECTORS EXPERIENCE

CID—Central Institute for the Deaf, Staff Liaison to the Board, 2012 – present

Attend Board meetings as a member of CID’s leadership team

Serve as a staff liaison on the following Board committees:

· Finance · Development · Strategic Plan · Program · Governance

OPTION, Board of Directors, International Consortium for Listening and Spoken Language programs, August 2021 - present

Director at Large, Chair of Legislative Committee, 2021-present

Legislative Committee, 2014-present

Research Committee, 2014-present

Highlight: Participated in creating the OPTION Listening and Spoken Language Data Repository, 2011

Haven of Grace, Board of Directors, St Louis, MO, September 2018-present

Secretary and Executive Committee, 2020-present

Program Committee, 2018-present

Highlight: The program committee is currently creating a new mentoring program for the women in the after-care program.

Ballroom Dance Academy of St Louis (BDASL), Independent Contractor for the organization, 2015-present

Regularly take initiative to identify new opportunities for the Board, including Board training and grant opportunities.

Designed and implemented two new classes for the organization. Started a student performance group to increase student engagement and the visibility of the organization in the community.

St Peter’s Episcopal Church, Vestry (Board of Directors), St Louis, MO, January 2011 – December 2013

Youth Minister Search Committee

Pastoral Care Committee

Children and Youth Formation Committee

Highlight: Rector announced his retirement during first vestry meeting. The board appointed a discovery and discernment committee, hired an Interim Rector, appointed a search committee, interviewed the search committee’s top three candidates and hired a new Rector.

UNCG Alumni Association, Board of Directors, Greensboro, NC, 1999-2004

Secretary and Executive Committee, 2002-2004

Communications Committee, 1999-2004

Highlight: The communications committee designed a new alumni website page.

ADDITIONAL PROFESSIONAL EXPERIENCE

2005-Present

Ballroom Dance with Andrea

St Louis, MO

Independent contractor for all styles of partner dancing in the St Louis region.

Ballroom Dance Instructor and Choreographer

- Recipient of an Artist Support Grant from Regional Arts Commission, 2019
- Ballroom dance instructor and choreographer for local nonprofit, Ballroom Dance Academy of St Louis, 2015-present
- Adjunct faculty for COCA—Center of Creative Arts, 2018-present
- Ballroom dance instructor for Washington University Graduate Ballroom club, 2017-present

- Ballroom dance instructor for Kitchen Conservatory, 2019-present
- Ballroom dance instructor for Washington University School of Medicine Ballroom club, 2005-2012
- Teach private dance lessons and choreograph for dance teams

1997-2005

Cumberland County Schools

Fayetteville, NC

School district operating 85 schools from preschool to 12th grade.

Itinerant Hearing-Impaired Consultant

- Taught children from preschool – 12th grade across more than 20 schools
- Worked in a variety of settings – general education to self-contained
- Authored and implemented Individual Education Plans
- Collaborated with teachers, parents and students
- Designed and delivered in-services for parents, teachers and students
- Collaborated with and instructed regular education teachers on amplification system use and troubleshooting
- Involved in placement decisions
- Conducted educational testing

PROFESSIONAL AFFILIATIONS/MEMBERSHIPS

Good Tech Fest (formerly Data Analysts for Social Good), Member, 2018-Present

St Louis Outcomes & Evaluation Network (SLOEN), Member, 2006-Present

Alexander Graham Bell Association, Member, 2006-Present

American Evaluation Association, Member, 2014-Present

EDUCATION/LICENSURE

May 2013

University of Missouri St Louis (UMSL)

St Louis, MO

Master of Public Policy Administration (MPPA)

Certificate: Nonprofit Management & Leadership

Nu Lambda Mu, International Honor Society of Nonprofit Management and Leadership

Pi Alpha Alpha, National Honor Society for Public Affairs and Administration

Phi Kappa Phi, National Honor Society for all disciplines

May 2006

Washington University School of Medicine (WUSM)

St Louis, MO

Master of Science Deaf Education (MSDE)

Oberkotter Foundation Scholarship

May 1997

University of North Carolina at Greensboro (UNCG)

Greensboro, NC

Bachelor of Arts degree

Major: Education of Deaf Children & Dance

Minor: English

Cum Laude

Federal Rural Grant Award

Alpha Lambda Delta, Honor Society

NC “A” License Hearing Impairment, K-12, June 1997 – Renewed through June 2025