


—○ CHARLOTTE BEWERSDORFF ○—

NON-PROFIT EXECUTIVE | DIGITAL EQUITY ADVOCATE
COMMUNITY & ECOSYSTEM BUILDING | FINANCIAL & STRATEGIC MANAGEMENT

CONTACT

 734-476-7044

 cbewers@merit.edu

 www.linkedin.com/in/charlottebewersdorff

OVERVIEW

Dedicated and influential executive leader with experience and passion for solving long-term challenges in Michigan's technology landscape.

Executing service to local, state, and national network ecosystems with a substantial skillset in organizing around action, connecting teams, and strategic management. Dedication to developing teams and the corporate structure necessary to support stable and progressive operations has proven to be a cornerstone in competing in a fast-paced and technically challenging environment that requires nimble and iterative evolution.

Aligned successfully with a personal mission of "Connecting Organizations and Building Community" by successfully converting strategy to execution, resulting in corporate growth and diversification and building strong brand recognition while maintaining excellence in operational performance.

An Executive officer with a proven record of accomplishment in growth, innovation, accountability, and performance. Highly successful in business planning and building effective state and national ecosystems, developing partnership relationships and programs supporting Merit's expansion and growth while maintaining mindfulness of the need to reduce costs. Thrives in fast-paced, uncharted territory and can manage multiple diverse and complex projects and people while adhering to objectives, deadlines, performance, and financial goals. Strong ability to represent visionary strategic initiatives to varying audiences and possesses the rare ability to move from vision to actualization both directly and sometimes with limited resources.

STRENGTHS & EXPERTISE

- Vision & Strategy
- Leadership
- Strategic Planning & Collaboration
- Innovation, Growth & Diversification
- Problem Solving & Decision Making
- Operations & Execution
- Culture Development
- Change Management
- Emotional Intelligence
- Oral & Written Communications
- Relationship Development & Management
- Speaking & Presenting
- Financial Forecasting & Modeling
- Member Service

EXPERIENCE

Merit Network, Inc. | Ann Arbor, MI | 2013 - Current

Vice President for Community Engagement: 10/2019 to Present

Operational Responsibilities:

- Executive officer responsible for operational leadership across all community facing teams.
- Responsible for strategy development and execution related to organizational growth and diversification initiatives. Managed affiliate Membership growth, strategic relationship development and services revenue generation across all lines of business.
- Partnering with other executives to reduce costs and maintain operational balance.
- Execute cross-organizational team building and synergy forums.
- Involvement in state, regional and national professional organizations and advocacy working groups. (Quilt, SHLB, Broadband Leaders Summit, MI-STEM, MCWT)

EDUCATION & TRAINING

- BS Business Administration / Finance
University of Detroit Mercy
- Dale Carnegie Institute Certification
- Predictive Index Behavioral Science institute Certification
- Diversity, Equity & Inclusion Training
2020-Current
- Executive coaching
2021 - Current

LEADERSHIP, SERVICE & AWARDS

- Michigan Broadband Alliance Board Member
- Best Buddies International
Fundraising event chair
- Therapeutic Riding, Inc.
Ann Arbor, MI
Board & Volunteer -
Engagement in process
- Michigan Council of Women in Technology -
Member
- Professional Mentor
Currently supporting 2
high impact Merit staff
- [2021 Rose-Werle Award](#)
recipient – Internet2
- [2022 Distinguished Partnership Award](#)
partner recipient –
Michigan State
University

- Vendor relationship management, negotiations, procurement and contract management.
- Expert in fostering new and managing existing relationships and in working with Higher Education, Community College K-12, Libraries, Government, and Healthcare with both non-Profit and commercial entities.
- Expert in facilitating relationships and in working with regional and statewide associations and economic development prosperity regions.
- Conducted several strategic planning retreats.
- Conducted several team building and synergy initiatives.

Major Accomplishments:

- Developed and spearheads the Michigan Moonshot initiative ensuring Merit's contributions are impactful to solving our state's broadband access challenges.
- Advanced engagement and collaboration with universities and the research affiliates and continue to enable ongoing collaboration sessions for future planning.
- Created resources to execute community education initiatives and sourcing assets.
- Successfully developed ecosystem for PPPs to support infrastructure deployment.
- Effectively employed iterative strategic agility while simultaneously running programs.
- Established nationally recognized crowdsourcing broadband data collection methodology.
- Provided executive leadership and sponsorship of Diversity, Equity and Inclusion 'Commitment Group'.
- Executed practitioner application of researched developed broadband data collection techniques, led team to map 20% of Michigan.
- Supported the engagement and change management required to successfully expand Merit's mission to encompass closing the digital divide beyond anchor institutions while increasing network reliability.
- Established Merit in a state leadership role to catalyze an ecosystem at local, state and national levels.
- Establish and maintain key strategic relationships – vendors, partners, community members and government. (state and national)
- Won, negotiated contract and managed executive relationship with Michigan Statewide Education Network (MISEN).
- Provided thought leadership to guide expansion of Merit research to include Technology Impact.
- Developed an effective grant strategy and writing skillset leading to successful EDA and NTIA awards in 2021/2022.
- [2021 Rose-Werle Award](#) recipient – Internet2: For contributions to the education community by extending advanced networking and service to communities.
- [2022 Distinguished Partnership Award](#) partner recipient – Michigan State University: Recognizes joint efforts to increase understanding of the cost of digital inequalities to rural students, and to help overcome discrepancies in access to high-speed Internet connectivity.

Executive Director of Member Engagement: 10/2016 to 10/2019

Senior leader focused on organizational structure alignment in pursuit of growth strategies and cost reduction. Strong focus on establishing capable lieutenants and growing ability to manage operational duties independently. Responsible for services revenue generation. Co-led initiative to shed unsuccessful service offerings and overcome residual impact of revenue deficits.

Accomplishments:

- Restructured Member Relations and Sales division into a single community facing team.
- Restructured Marketing division to support strategic growth focus.
- Revised marketing and community engagement strategy to align with Merit's revenue growth and value proposition evolution.
- Developed high performance/high potential employees across Merit organization.

Director of Sales: 10/2013 to 10/2016

- Established and led Merit's first formal sales team structure.
- Provided operational leadership to individual contributors.
- First non-executive managing extensive revenue budgets and forecasting.
- Established and administered use of Salesforce CRM for engagement division.
- Managed sales and expense forecasting via Oracle.
- Established team competition and modest growth incentive programs.
- Introduced 'Merit Badge' program to promote employee recognition.
- Negotiated renewal and managed multi-million dollar VMWare ELA.
- Introduced Predictive Index behavioral science leadership platform and impacted cross-organizational adoption through leadership training and working group facilitation.

M&O Marketing, Inc. | Southfield, MI | 2003 – 2013

AVP, Annuity Wholesale Division: 6/2006 to 6/2013

National Equity Indexed Annuity distributor with sales of \$450MM. Managed Annuity line of business and sales representative's new hire and development program. Developed sales and revenue goals and KPI tracking mechanisms. Developed and implemented B2B sales & marketing strategies and programs.

Accomplishments:

- Developed sales management program inclusive of hiring, training and performance management, professional development, compensation program and incentives
- Successfully established and maintained relationships with up-line distributors and downstream independent producers.
- Developed and executed customer engagement recruiting program via national roadshow events, and sales outreach programs.
- Developed customer recruiting strategies via marketing through email, direct mail, website development and creative content packaging.
- Collaborated with CFO to formalize producer driven 'special deal' program.

Marketing Director: 8/2005 – 6/2006

Seminar Coordinator: 4/2004 – 6/2006

Project manager/ Recruiter: 4/2004 – 8/2005

Project Manager/ Lead Coordinator: 11/2003 - 4/2004

Early Career & Internships | 2000 – 2003

Woodland Glen Apartments Leasing Agent: 6/2004 – 6/2006

Mack Alive Program Director, Senior Housing & Kids Summer Camp: 6/2003 – 11/2003

M&O Marketing Advertising Intern: 9/2002 – 05/2003

Southfield Career Center Employment Training Specialist Intern: 5/2002 – 9/2002

Barnes & Noble's Bookstore Bookkeeper & Office Administrator: 8/2000 – 5/2002

Charlotte Bewersdorff – SHLB Board Candidate

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- **Connecting very quickly to others**, I am motivated to build and leverage relationships to get work done. I quickly and openly share information. Using these skills to support decision-making and problem-solving has proved to be effective.
- Very **collaborative**; I work almost exclusively with and through others. I have a solid intuitive understanding of team cohesion, dynamics, and interpersonal relations: a team builder, motivator, and relationship driver.
- I am a proven **self-starter** who is skillful at developing others. I enthusiastically persuade and motivate others by adjusting my message and delivery to the current recipient, projecting value and warmth to peers and teams to encourage others.
- I am socially informal, **extroverted, and outgoing**. I can quickly get familiar with new people and teams to communicate uninhibited, lively, and adaptable, drawing others into the conversation.
- I am keenly aware of and focused on building strong **cohesion**, morale, and a sense of team accomplishment through consistent and clear communication.
- I am a **confident decision-maker** who delegates responsibility and authority with established trust and appoint the right technical experts to inform so I can act on that information.
- I am an ambitious and **dedicated transformational leader** passionate about leading Merit's evolution beyond the Golden Age into the Platinum Era.

SHLB Board Position - Role Alignment Candidate Summary

- A knowledgeable resource that can thoughtfully build on the momentum currently in place in pursuit of mastering the challenges ahead, including the broadband investment landscape, state and federal relations, policy challenges, community engagement, and sustainability.
- Possesses a deep understanding of opportunities and challenges ahead for the R&E and CAI ecosystem.
- Is passionate about leading SHLB through its next evolution era and well positioned to support that work through established and trusted local, state, national, research, and commercial relationships.
- Is aligned with SHLB's mission through 501 (c)(3) experience and possesses unique organizational management experience to deliver value to the SHLB board.
- That is called to serve in ways that provide the broadest impact and opportunity to fulfill the shared mission to close the digital divide by promoting high-quality broadband for anchor institutions and their communities.

Key Highlights

- Professional with over twenty years of leadership experience and a current Merit executive team member, instrumental in establishing, leading, and transforming much of Merit's structure and strategy.
- Action-oriented and performance-driven executive offering extensive leadership skills and the crucial ability to function well under pressure and in a fast-paced business environment.
- Possess a strong intuition for making sound business decisions and solving problems, understanding the importance of ensuring a balanced blend of team involvement, favorable shared outcomes, and pragmatism.
- As the current Vice President for Community Engagement, I have successfully:
 - **Evolved** Merit's approach to service: Merit now executes decisively and intentionally as a statewide entity with an acute ability to convene and nurture ecosystems by developing empowered collaboration models for local, state, and national entities.
 - **Guided** Merit's teams to positively impact our Member organizations' community resiliency, economic development, and technology advancement.
 - **Led** revenue performance improvements and new Membership recruitment, which are imperative to Merit's sustainability.
 - **Strived** to support the mission of Merit ensuring leadership and teams understand their roles and the connection to our non-profit Mission.
 - **Expanded** my sphere of influence internally and externally and have represented Merit in multiple state and national forums.
 - **Led** the Michigan Moonshot initiative, which has substantially impacted Merit's brand recognition and credibility on a state and national scale; further, it has become a catalyst shaping Merit culture, innovation, structure, and grant development.
 - **Become** deeply passionate about expanding my influence to the benefit of national organizations in an effort to guide companies, institutions, coalitions and associations through the next era of evolution in the broadband expansion ecosystem.