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WORK EXPERIENCE

July 1992 -
Present

John F. Kennedy School of Government
Harvard University

July 2011-present

Rita E. Hauser Senior Lecturer in the Practice of Philanthropy and Nonprofit Leadership
Interim Director, The Hauser Center for Nonprofit Organizations (2012- June 2013)

As a faculty member, continue to chair and teach in executive education programs for nonprofit leaders. In 2012, developed new course cross-listed with FAS Dept. of Sociology: Philanthropy and Public Problem-solving. In this course, students will be in teams that will analyze a Boston social problem and have the opportunity to give grants to nonprofit organizations as a result to their analysis. A foundation has provided \$100,000 for this purpose. As the interim Director of the Hauser Center, started the Frontline with Faculty seminar series to increase the visibility of research and projects of faculty and staff affiliated with the Center.

June 2005 – June 2011

Rita E. Hauser Senior Lecturer in the Practice of Philanthropy and Nonprofit Leadership
Senior Associate Dean, Executive Education

As a faculty member, responsible for course development and teaching for degree programs and executive education, in management of nonprofit organizations and philanthropy. In 2008, started new program for NGO leaders from the middle east and southeastern Europe as well as launched portfolio of online executive education programs for nonprofit leaders around the world.

As Sr. Assoc. Dean of Executive Education, provide overall strategic direction for a \$25 million operation with 55 employees delivering open enrollment and custom executive education programs to professionals worldwide. Member of the Kennedy School Faculty Steering Committee that works with the Dean to develop academic strategy for the school.

July 1992 – May 2005

Rita E. Hauser Senior Lecturer in the Practice of Philanthropy and Nonprofit Leadership
Associate Director, The Hauser Center for Nonprofit Organizations

Responsible for course development and teaching for degree programs and executive education in management of nonprofit organizations and philanthropy. Research interests include high engagement philanthropy and the value exchange between nonprofits and funders. As founding Executive Director of the Hauser Center from 1997-2000, assisted in building capacity for curriculum development, executive education and research on the nonprofit sector.

July 1991 -
April 1992

Indiana Family & Social Service Administration

Secretary of the Indiana Family & Social Service Administration

Appointed by Governor Evan Bayh to be the first Secretary of organization created in 1991 by combining the Departments of Human Service, Welfare and Mental Health. Agency of 14,000 persons with a \$3 billion budget has responsibility for all state social services, including services for the developmentally disabled, mentally ill, aged, deaf, blind, children, family support such as food stamps, AFDC, Medicaid, commodity distribution, energy assistance, addiction services, family violence and preservation. Managed 11 institutions for the developmentally disabled and mentally ill. Created organizational design, mission statement, values, administrative objectives, program strategies, as well as specific division and office objectives and improvement plans. Achieved administrative changes resulting in over \$100 million in enhanced federal revenue.

January 1989 -
July 1991

Indiana Department of Transportation

Commissioner

As an appointee of Governor Bayh, managed state-wide intermodal transportation agency. Agency of 5,600 has responsibility for intermodal transportation planning, policy development, regulation and grant-making for aviation, rail, and public transit, and the development, construction, and maintenance of 11,000 mile highway system. Total operating and program budget of \$650 million. Major accomplishments were the development of long-range planning, major process improvements and organizational changes which allowed for significant overhead reduction and service delivery improvement. Eliminated 300 positions, produced a capital program 48% larger than previous biennium with only a 4.5% increase in operating expenses, consolidated 26 divisions into 21. Increased design output 100%, and increased land acquisition by 60%, allowing for \$5 million annual reduction in consultant fees.

Lead person for Governor Bayh in 3rd Chicago Regional Airport site selection process. Managed technical and strategic planning for Gary site, technical review of consultant work and negotiations with the City of Chicago and State of Illinois on all aspects of process.

Chaired State committee of agency heads to define management position for first state collective bargaining negotiations. Managed, but did not participate in negotiations (through 1992).

1976 - 1988

Cummins Engine Company - Columbus, Indiana

1988

Vice President - Corporate Responsibility

President - Cummins Engine Foundation.

Reported to the President. Corporate responsibility duties consisted of developing ethics-related policies, designing and delivering ethics training, issue analysis and recommendation, and developing and implementing the corporate diversity strategy. Reporting to a Board of Directors, managed company foundation with \$4 million annual grant-making program. Consulted to all corporate entities on contributions program and community involvement.

1987

Vice President - Columbus Engine Plant Operations

Managed organization consisting of three plant entities which was comprised of 450 salaried and 3,500 hourly-paid, unionized employees. Total annual expense budget of \$275 million and capital budget of \$40 million. In 2 million square feet, produced heavy duty engine components, the Cummins high volume heavy duty engine and fuel systems for all heavy duty and high horsepower Cummins engines. Initiated planning and implementation for consolidation of product lines from 800,000 square feet plant into larger engine plant.

1985 - 1986

Plant Manager - Columbus Components Plant

In addition to leadership of component manufacturing, assumed responsibility for plant facilities and maintenance facilities, corporate security force, print shop, mail systems. Manufacturing lead for major customer cross-functional account team.

1983 - 1984

Director - Machining, Columbus Engine Plant

Responsible for all component machining activity at the plant and related functions (operations engineering, process assurance, material procurement, and management). Established new organizational structure to more effectively utilize all salaried employees, and to reduce total head count.

1982

Director - Production Control, Columbus Engine Plant

Managed organization responsible for all engine production scheduling, material purchasing, planning and machine scheduling, product specifications and other production control activities. Responsible for control of up to \$50 million inventory. Reorganized and decentralized all functions into line organizations. Successfully eliminated the need for this position in 12 months.

1979 - 1981 *Unit Manager - V-903 and LVNH Assembly*

Managed two engine assembly operations. Planned and implemented low volume assembly which was an innovative assembly job design. Cut V-903 assembly cost in half.

1977 - 1979 *Manager - Columbus Employee Relations*

Strategic and managerial leader for Cummins' relationship with the Diesel Workers' Union (7,000 members). Managed plant-based labor relations staff of eight. Member of 1978 contract negotiations team.

1976 *First Line Supervisor. Engine Test*

1974 **State Charter Revision Commission for New York City**

Analyst

1970 - 1973 **New York City Environmental Protection Administration - Department of Sanitation**

Secretary, project manager, management auditor

EDUCATION

1974 - 1976 Harvard Graduate School of Business Administration, Boston, Massachusetts.
Master in Business Administration, June 1976.

1966 - 1970 Connecticut College, New London, Connecticut.
Bachelor of Arts degree, History, 1970.

OTHER

Member, Expert Reviewer, United Nations System Staff College (Italy)

Member, Board of Directors, Boston YWCA

Member, Board of Directors, Common Impact (Boston)

Chair, Board of Directors, Management Sciences for Health (Boston), 1996-2011

Distinguished Service Award, National Governors' Association, 1991

Honoree, YWCA Tribute to Women in International Industry, 1987

Recipient of the ALANA (African Americans, Latinos, Asian Pacific Americans, Native Americans, and Allies) Diversity Award in May 2004. (John F. Kennedy School)

PUBLICATIONS

Christine W. Letts, William Ryan and Allen Grossman, "Virtuous Capital: What Foundations Can Learn from Venture Capitalists," *Harvard Business Review*, March-April 1997.

Christine W. Letts, William Ryan and Allen Grossman, *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact*, John Wiley and Sons, 1999.

Christine W. Letts, William Ryan "Filling the Performance Gap High Engagement Philanthropy: What Grantees Say about Power, Performance, and Money", *Stanford Social Innovation Review*, Spring, 2003.

Sarah H. Alvord, L David Brown and Christine W. Letts, "Social Entrepreneurship and Societal Transformation: An Exploratory Study", *The Journal of Applied Behavioral Science*, Published for NTL, Institute by Sage Publications, Vol. 40, Number 3, September 2004.

Christine W. Letts, "Organized Philanthropy North and South" Cynthia Sanborn and Felipe Portocarrero, *Philanthropy and Social Change in Latin America*, (Harvard University Press, 2005), pp. 387-394.

Christine W. Letts, "Effective Foundation Boards: the Importance of Roles", *Rethinking Philanthropic Effectiveness: Lessons from an International Network of Foundation Experts*, Bertelsmann Foundation, 2005.

Christine W. Letts, "Effective Foundation Boards: The Importance of Roles" (October 2005). Hauser Center for Nonprofit Organizations Paper No. 26, KSG Working Paper No. RWP05-054. Available at SSRN: <http://ssrn.com/abstract=642562>

Unpublished draft, Christine W. Letts and William Ryan, "Alignment as Foundation Strategy."

Review

Letts, Christine W. "Nonprofit Management – Soup to Nuts." *The Jossey-Bass Handbook on Nonprofit Leadership and Management* Second Edition, Ed. Robert D. Hermann and Associates. Jossey-Bass, 2005.

Review

Letts, Christine W. "Effective Philanthropy: Organizational Success through Deep Diversity and Gender Equality", by Mary Ellen S. Capek and Molly Mead www.TCRecord.org, Copyright holder Teachers College, Columbia University 2006