

Helen Mosher, CAE

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Communications | Executive Leadership | Strategic Planning | Team Synergy

Summary

Dynamic, empathetic, and creative leader with significant experience managing all aspects of associations and other nonprofit organizations and particular expertise in communications and membership marketing. Proven track record of building and empowering teams to excel at cross-departmental collaboration, cooperation, and communication. Expertise in developing and delivering on membership and communications strategy and developing trusted relationships with member leaders. Executive experience in managing personnel and projects within the framework of strategic and operating plans to successfully reach or exceed performance goals. Award-winning writer with boundless curiosity, a passion for storytelling, and a wry sense of humor.

Signature Strengths

Collaborative Leadership | Strategic Planning & Direction | Vision Casting | Staff Relations | Team Synergy
Process & Project Management | Administration & Oversight | Innovation | Complex Problem Solving
Fundraising | Public Relations | Social Media Strategy | Employee Empowerment | Executive Team Insight
Mentorship & Training | Editorial Direction | Presenting & Public Speaking | Change Management
Member Recruitment and Retention | Non-Dues Revenue Generation | Association Governance
Stakeholder & Member Engagement | Brand Management | Board Relations

Professional Interests

Diversity, Equity and Inclusion | Disability Issues | Parliamentary Procedure | Education Equity

Technology

WordPress | Drupal | Cascade CMS | Google Analytics & Ads | MS Office | Adobe Creative Suite | Kodak InSite
Constant Contact | Informz | Salesforce | Microsoft Dynamics CRM | Higher Logic | Social Media
Sprout Social | Hootsuite | HubSpot | Slack | Backlog | Basecamp | Cvent | MuckRack | Meltwater

Values and Attributes

- Professional, solutions-driven manager skilled at leading diverse teams and building morale while effectively meeting company strategic goals.
- Leader who possesses a high level of integrity and promotes honest, authentic communications.
- Creatively addresses challenges and performance issues by identifying and analyzing business processes and aligning them to talent, resulting in workflow that's optimized for efficiency
- Effectively leads projects and teams to consistently produce desired results.
- Leads teams to focus on customer service, decrease operational costs, and improve overall quality.
- Manages conflict by building trust through listening, thoroughly understanding staff or member concerns, and addressing issues with a solution-oriented approach.

Professional Experience

Vice President of Marketing, Communications and Membership 2019 - 2022

Vice President of Communications 2018 - 2019

NARFE, Alexandria, VA

Key member of executive team supervising creative and strategic staff who work in communications, marketing, membership, fundraising, events, advertising and sponsorship sales, graphic design, publications, and public relations for an audience of 150,000 members in more than 800 chapters and additional stakeholders. Project management with oversight of digital, social, and print communications. After promotion in 2019, realigned

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resources to improve reporting structures and organizational efficiencies. Helped lead organization transition into telework operations and virtual collaboration.

- Oversight of \$9 million revenue budget including membership dues, sponsorship and advertising, fundraising, events, and merchandise sales. Managed expenses under budget three consecutive years.
- Collaborated with senior leadership in developing a future-focused association growth strategy with emphasis on pivoting to a digital-first communications strategy.
- Served first as editorial director and later executive editor and publisher of *NARFE Magazine*.
- Developed and implemented membership strategy and helped lead annual operating plan process.
- Managed complex, ground-up overhaul of 2008-era website to a modern, CMS-based website.
- Developed and implemented emergent and long COVID-19 communications plan for internal and external stakeholders; ensured critical operations continued through COVID-19 shutdown of 2020.
- Managed ballot processes for national elections and bylaw referendums.
- Successful team projects include rollout of rebranding effort, aligning messages and branding across chapters and federation; consolidating email communications; implementation of an integrated sales strategy; and overhauling magazine processes to bring expenses down by 30% from 2017 levels.
- Established NARFE's first digital fundraising campaign, growing online-sourced donations by 60% within 12 months.
- Primary speechwriter and ghostwriter for executive director and national president.

Director of Communications 2016 - 2018

Communications and Facilities Coordinator 2015 - 2016

St. George's Episcopal Church, Fredericksburg, VA

Strategic planning, development, budgeting, and execution of all communications efforts - print, digital, social - for a large, historic downtown parish. Served as managing editor for weekly publications and digital properties. Promoted from coordinator to director in 2016 after redesigning website and taking on strategic responsibilities.

- Developed editorial process for all content and publications, using a cross-departmental communications matrix, flowing content from multiple sources to multiple outputs. Trained departments on integrated social media and PR strategy. Wrote or assigned all copy for publications.
- Successfully grew organic social media engagement exponentially, resulting in significant increases in fundraising, event attendance, community outreach, and overall membership.
- Doubled the amount of page followers from 500 to 1,000+ in two years.
- Built a new responsive website for the church using Genesis Framework on WordPress. Web traffic increased 15% after redesign, with a significant improvement in mobile bounce rate.
- Expanded DEI welcome to include gender identity and expression in addition to age, sexual orientation, race and religious background.

Director of Online Production and Digital Media Manager 2012 - 2014

New Media Editor 2007 - 2012

AFCEA International - SIGNAL Magazine, Fairfax, VA

Over the course of seven years, progressively increasing association publication and communications responsibilities that included strategic planning and advice, and execution of various tactics in support of those strategies for an international association. Promoted from New Media Editor to Director position in 2012 due to

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increased supervisory and project management responsibilities after tremendous success with digital and social strategy implementation.

- Developed and implemented online communications and social media strategies for a global audience of 35,000 – both paid and organic - for AFCEA and SIGNAL Magazine, AFCEA’s journal.
- Served as digital managing editor and supported managing editor. Primary editor for all online content.
- Supervised two web redesigns and several microsite projects. Stood up processes for monitoring metrics and using analytics to support content strategy. Supervised one mid-career level direct report.
- Led cross-functional teams to get social media off the ground in multiple association departments. Provided regular “brown bag” educational sessions for AFCEA staff to learn use of digital media tools and content strategy approach to achieve consistent marketing and other messaging across departments (events, membership, education, etc.).
- Provided educational sessions on digital communications strategy for chapter leaders.
- Covered STEM Education topics to give better visibility to AFCEA Educational Foundation.

ADDITIONAL EXPERIENCE

Freelance Writer, Editor, Digital Marketing Consultant 1999 - Present
Writing and editing, content curation, and social media development. Clients have included the Philadelphia City Paper, the University of Pennsylvania, and the Council for Advancement and Support of Education.

Prior experience includes a communications role at Temple University and an operations manager role at the University of Virginia.

PROFESSIONAL MEMBERSHIPS

American Marketing Association, Public Relations Society of America, International Association of Business Communicators, ASAE—The Center for Association Leadership, Virginia Society of Association Executives, National Education Association

CERTIFICATION

Certified Association Executive, ASAE—The Center for Association Leadership, June 2021.

AWARDS AND ACHIEVEMENTS

- Two-time APEX Grand Award for website excellence (2007, 2011). Recipient of APEX Award of Excellence for cover story (2006), web writing (2007), overall blogs (2009) and general websites (2010). Oversight of NARFE content recognized with APEX Awards in 2018, 2021 and 2022.
- Association Media and Publishing EXCEL awards for online content (2006) and feature writing (2007).

EDUCATION

George Mason University, Fairfax, VA. Graduate coursework in public administration. 4.0 GPA.

B.A. in English, with honors in major

Temple University, Philadelphia, PA. 3.84 GPA.

A.A. & S. in Science

Lord Fairfax Community College (now Laurel Ridge), Middletown, VA.. Summa cum Laude with a 3.87 GPA. Named Outstanding Graduate and Outstanding Science Student.