

Paula H. Penebaker

Summary

Experienced, multi-talented professional with a varied, unique professional background. Able to work effectively with all levels of personnel in an organization, from senior-level executives to entry-level staff. Able to solve practical problems and deal effectively with ambiguity. Other key competencies include:

Written and oral communication	Sense of humor
Systems management	Integrity and trust
Conflict management	Managerial courage
Action oriented	Managing diversity
Courageous	Interpersonal savvy

Experience

YWCA Southeast Wisconsin

Milwaukee, WI

1999-2019

President & CEO

Responsible for providing the vision and leadership necessary to expand the capacity of the organization and ensure fiscal strength and adherence to the agency's mission. Provide thought leadership related to mission elements for other leaders and organizations in the City. Selected accomplishments:

- Directed in a highly successful capacity building initiative including an evaluation of agency programs and development of a strategic plan to chart a new course for the organization. Work included data gathering from
- Strengthened human resources capacity to facilitate a 200% increase in agency staff over a two-year time period; weathered financial crisis that resulted in staff contraction of over 300 exempt and non-exempt staff members without any wrongful discharge complaints or Warn Act violations.
- Directed expansion of service area to City of Racine.
- Launched successful, unique annual racial justice event and training program.

1992-1999

Firststar Corporation

Milwaukee, WI

Vice President & Diversity Manager

Responsible for expanding the diversity change process to all regions of one of the national's leading bank holding companies; investigating and documenting employee complaints; mediating disputes; directing the development of a recruiting strategy to increase minority representation in the organization; developing competency-based HR systems and standards of measurement for assessing management effectiveness; and developing employee satisfaction measures. Selected accomplishments:

- Facilitated the reduction in force of the Operations function of the corporation. Guided the function management team through the selection/termination process for approximately 2000 employees (exempt, non-exempt and union); monitored adverse impact; monitored facilities closing for Warn Act compliance; and ensured compliance with the union contract.
- Developed a diversity strategy and introduced the concept of a Diversity Council to the

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- organization. Facilitated appointments to the council and served as its chairperson.
- Successfully designed and facilitated diversity training for the executive management team.

Education

Bachelor of Science

Edgecliff College

Cincinnati, OH

Affiliations, Credentials

Chair, Board of Directors, YWCA USA

Secretary, Board of Directors, **MetroGO!**

Trustee, Board of Trustees, Public Policy Forum

Member, Board of Directors, Renaissance Theaterworks

Trustee, Board of Trustees, Milwaukee County Federated Library System

Member, Rotary Club of Milwaukee

Member, Professional Dimensions: Community Affairs Committee Member

Treasurer, Milwaukee (WI) Chapter, The Links Incorporated

Member, Delta Sigma Theta Sorority, Incorporated

Former Chair, YWCA Great Lakes Alliance Region

Former, Certified Professional in Human Resources (PHR) and Senior Professional In Human Resources (SPHR)

Awards, Honors

Milwaukee Business Journal's *Women of Influence Award*

Community Brainstorming Conference's *Ordinary People Doing Extraordinary Things: Excellence in Nonprofit Leadership Impacting the Community*

North Central Service Club's *Professional Excellence Award*

USA Delegate, 2011 World YWCA Council, Zurich, Switzerland

Medical College of Wisconsin's 2013 *President's Diversity Award*