

RANIYAH M. COPELAND, MPH | Los Angeles, CA | (b)(6)

PRESIDENT & CEO • INNOVATION • DEVELOPMENT • PARTNERSHIP BUILDING • VISIONARY • BOARD MEMBER

EXECUTIVE PROFILE

Results-driven and passionate President, CEO, and Executive Director with 17 years of experience visioning and leading public health efforts to end health inequity in communities of color. An advocate, strategist, and organizer with 360-degree leadership, including funding and donors, employee engagement, external relationships, financial solvency, board strategy, relationship building, and management. Up-stream thinker who harnesses symphony of business strategies, connections, and achievements, layering success over success and strengthening the power of organizational messaging and implementing efficacious interventions. Named by the Root as one of the '100 most influential African Americans' in 2019. Led unprecedented increase in organizational vitality, doubling revenue and ramping up staff three-fold in under 3 years.

AREAS OF EXPERTISE

Leadership – Building Shared Vision • Planning Organic Business Growth • Staff Development • Change Management
Consensus Creation • Strategic Partnerships • Coaching • Accountability • SMART Goals

Execution – Revenue Generation • Communications • Public Health Strategies • Curriculum Development • Training
Budget Development and Management • Innovation • Process Re-engineering • Talent Acquisition • HR Systems

Influence – Fund and Organizational Development • Relationship and Coalition Building • Deal Structuring and Negotiation
Advocacy • Monitoring and Evaluation • Civic Engagement • Public Speaking • Coalition Building • Staff Engagement

PROFESSIONAL EXPERIENCE

BLACK AIDS INSTITUTE (BAI), Los Angeles, CA

04/2008 – PRESENT

PRESIDENT AND CEO, BAI

01/2019 – Present

Organizational Leadership

- **Vision:** Led organizational change by championing HIV in Black America as a racial justice issue.
- **Organizational Restructure:** Led restructure, creating more pathways for promotion and leadership; spread accountabilities across crucial functions and teams, such as programs, operations, development, and communications.
- **Executive Team:** Restructured executive leadership team into more clearly identified roles; added VP of Development and Communications, VP of Operations and Finance, and VP of Programs.
- **SMART Goals:** Set SMART organizational goals with relevant metrics, including accountability for staff, Board, and external resources.
- **Expansion:** Expanded into 5 new states in Southern US, opened up second office location for LA staff during COVID.

Fundraising and Donors

- **Grant Writing:** Increased grant writing success from 40% to 60% in past two years.
- **Net Cash Increases:** Steadily and significantly increased net cash year over year from \$221K in 2018, to \$480K in 2019, and to nearly \$3 million in 2020.
- **Fund Raising:** In 2020, raised 73% of 2021 budget through effective proposal and grant writing, resulting in the organization entering 2021 with majority of funding raised, a massive increase from 2018's 33% budget revenue raised at start of 2019.
- **Donor Relationship:** Increased donors through relationship building and connection; revamped social media strategy, increasing donor giving during 2020 summer of uprisings; developed personal relationships with institutional funders.
- **Development:** Led development securing financial resources for programs and mission; identified new opportunities and advanced development; ensured success in individual, corporate, foundation, in-kind, and special event fundraising.

- **Fundraising Process Re-engineering:** Streamlined fundraising process, adding feedback and participation from staff.
- **Funding Expansion:** Secured new, multi-year funding from federal funders such as NIH, pharmaceutical companies such as Gilead and Janssen, and corporate entities such as Amazon and TikTok; implemented text giving and online platforms.

External Partnerships

- **Presence and Messaging:** Led first rebrand of organization and values; assured BAI's mission, programs, products, and services consistently presented in a robust, positive image to public, stakeholders, Board members, and community members. Completed 2-4 media and public speaking activities per month.
- **Partnership Building:** Actively and visibly engaged entities and communities as face and voice of BAI, collaborating closely with professional, public, and private sector organizations.
- **Policy and Advocacy:** Developed and distributed policy, position statements and advocacy on behalf of BAI and partners on issues, events, and actions impacting initiatives at federal and local levels.
- **Coalition Building:** Led and partnered in various coalitions to end HIV with racial equity lens, Act Now End AIDS; partnered with 2 people of color-led HIV organizations and formed partnership called Stronger Together, providing technical assistance and support to ensure people of color-led HIV organizations didn't close during COVID; raised \$500K in first year to support effort.

Staffing and Engagement

- **Talent Acquisition:** Led sourcing, selection, hiring, onboarding, training, and retention of all new hires, aligning Human Resources with strategic, operational, and programmatic priorities.
- **Communication:** Monthly staff meetings led by executive team members, regular solicitation of feedback for improvement; instituted 'CEO for the day,' and 'Coffee with CEO' as rewards at end of 90 days.
- **Engagement Surveys:** Instituted first regular staff engagement surveys, now done semi-annually; hired Organizational Development Consultant for cultural audit and informal interviews; created culture action plans.
- **Mentorship:** Initiated and oversaw development of organizations' first onboarding process, including peer mentors for new employees.
- **HR Systems:** Developed and implemented HR systems, hiring, onboarding, 90-day success plan, new compensation policy, performance review process, and payroll system.
- **Performance Management:** Set specific staff job parameters, performance metrics and evaluation, retention, and quality outcomes.

Financial Solvency

- **Reserve Fund:** Tripled Reserve Fund, from \$220K in 2019 year-end to \$659K in 2020.
- **Net Cash Increase:** 2020 Year-end net cash increased \$2.78 million; secured contracts before budget year.
- **Balanced Budget:** Both 2019 and 2020, finished in the black with \$652,626 at the end of 2019, and 2020 with \$1+ million at the close of 2020.
- **Fiscal Stewardship:** Provided fiscal stewardship of BAI and developed resources, ensuring financial health.
- **Fiscal Integrity:** Oversaw financial and administrative functions, ensuring short- and long-term fiscal integrity.
- **Budget Laws and Regs:** Managed resources within budgeted guidelines and per applicable current laws and regulations.
- **Revenue Review:** Continually and critically reviewed all agency functions and services from revenue vantage point; prioritize potential to increase and maximize revenue opportunities.

Board Strategy and Relationships

- **Strategic Planning:** In concert with Board of Directors and appropriate internal/external partners, led strategic planning, ensuring BAI successfully advanced its mission and vision; aligned resources and team members behind strategic plans.
- **Mission Advancement:** Partnered with Board of Directors and several volunteer committees, ensuring Institute's mission clearly defined and articulated.
- **Communication:** Reported to, assisted, and advised Board and board committees on establishment and changes in policies and objectives; shared information necessary for critical decisions on behalf of agency.
- **Regulatory Compliance:** Implemented policies and procedures, fulfilling regulatory requirements and legal statutes.

DIRECTOR OF PROGRAMS, BAI

07/2013 – 12/2018

- **Strategic Planning:** Created 5 and 10-year long-range plan expanding and charting goals for mid- and long-term achievement.
- **Strategic Execution:** Delivered, implemented, and oversaw strategic direction for more than \$2+ million in annual programs.
- **Budget Management:** Reduced annual program expenses by 25-50% while accomplishing planned program outcomes.

- **Capacity Expanded:** Annually increased capacity of 100+ organizations and 2,000+ people, combating HIV in communities.
- **HIV Services:** Led provision of HIV services in LA, testing 1,400+ people annually and linked people living with HIV to high-quality care.
- **Expanded Services:** Led expansion and diversification of financial support, such as expansion into direct services through a \$3.75 million 5-year CDC cooperative agreement.
- **Communication Teams:** Aligned with communication teams, ensuring mission, programs, products, and services consistently presented a strong and positive image to public, stakeholders, and community, while lending a unique and unapologetically Black voice to the public health space.
- **Reserve Account:** Implemented strategies, expanding financial health and reserve account by increasing non-restricted funding.
- **Cost Control:** Consistently spent 25-50% less than budgeted by streamlining programming in locales; bundled programming offers and training and reducing travel expenses.
- **Subject Matter Expert:** Served as organization's Chief HIV Prevention and Treatment expert.
- **Goal Achievement:** Established annual and quarterly goals and objectives aligned with organization's strategic plan.

DIRECTOR OF TRAINING AND CAPACITY BUILDING, BAI 07/2012 – 07/2013
TRAINING AND CAPACITY BUILDING MANAGER, BAI 10/2009 – 07/2012
TRAINING AND CAPACITY BUILDING COORDINATOR, BAI 04/2008 – 10/2009

CRISIS CASE MANAGER, Beyond Shelter, Los Angeles, CA 08/2007 – 04/2008
 Delivered comprehensive case and transitional support to homeless clients while coordinating management. Managed \$60K grant for Skid Row clients with ultimate goal of obtaining and maintaining permanent housing. Surpassed performance targets by 35%.

REPRODUCTIVE HEALTH ASSISTANT, Planned Parenthood Pasadena, Pasadena, CA 08/2006 – 07/2007
 Catalyzed access to improved health of families and individuals by educating patients to make informed, personal sexuality and family planning choices. Managed clinic providing patient education on birth control, sexually transmitted infections, medication usage, procedures, and pregnancy options.

EXECUTIVE DIRECTOR, Black Recruitment and Retention Center, Berkley, CA 05/2004 – 08/2005
 Director of sizeable non-profit organization on Berkley campus. Managed 10-person Board, 75 Interns, and \$500K+ budget. Implemented social retention programs for 400+ students. Recruited Black Middle and High School students.

EDUCATION

Master of Public Health, Charles Drew University of Medicine, Magna Cum Laude, Los Angeles, CA
Bachelor of Arts in African American Studies, Emphasis: Public Health, University of California, Berkeley, CA

AWARDS AND ACKNOWLEDGMENTS

- The Root's 100 most influential African Americans, 2019 (<https://interactives.theroot.com/root-100-2019/raniyah-copeland/>)
- BAI employee of the year, 2016
- Selected to participate in Next Generation Leaders of Color Fellowship, 2015 and 2016, Compass Point

SELECTED PUBLICATIONS

- Copeland, Raniyah M. "Disparities in HIV knowledge and attitudes toward biomedical interventions among the non-medical HIV workforce in the United States." *AIDS Care* 2017.
- Copeland, Raniyah. Co-author, "Call to Action: How Can the US Ending the HIV Epidemic Initiative Succeed?" *The Lancet, SERIES|HIV IN THE USA| VOLUME 397, ISSUE 10279, P1151-1156, MARCH 20, 2021.* Published: February 18, 2021. DOI: [https://doi.org/10.1016/S0140-6736\(21\)00390-1](https://doi.org/10.1016/S0140-6736(21)00390-1).