



Education:

Masters of Business Administration – Marketing Management; University of Wisconsin-Eau Claire

Bachelor of Business Administration – Marketing; University of Wisconsin-Eau Claire
Summa Cum Laude Honors

Professional Experience:

Director of Innovation and Economic Development, North Dakota State University

July 2023 – March 2026

- ◆ Establish, nurture, and steward relationships between NDSU and industry partners
- ◆ Create alignment and leverage opportunities between the University and the business community
- ◆ Serve as primary point of contact for economic development ecosystem partners
- ◆ Develop and deliver programming that nurtures and grows the region's entrepreneurial ecosystem
- ◆ Appointed to President Cook's Industry Relations Workgroup, representing Research & Creative Activity
- ◆ Lead the APLU's Innovation and Economic Prosperity Designation efforts
- ◆ Lead national communications launch announcing NSF FARMS Funding (\$100m grant)

Executive Director, Downtown Community Partnership and Administrator, Business Improvement District

2021 – July 2023

- ◆ Lead all areas of both nonprofit organizations – marketing and communications, strategic planning, event and program oversight, personnel management, compliance, budgeting, board management, and operations
- ◆ Advocate for the DCP and Downtown Fargo business community for legislation, policies, tools, and resources at the local, regional, and state level to address the challenges facing Downtown Fargo
- ◆ Promote Downtown Fargo as a premier destination through marketing, messaging, and major place-making events
 - Community events included Street Fair, Coffee & Cocoa Crawl, St. Patrick's Day Parade, Holiday Lights Parade, and Oktoberfest
- ◆ Build relationships and leverage partnerships with variety of stakeholder groups including corporate investors, member businesses, elected officials, and community partner organizations
- ◆ Partner closely with City of Fargo for BID Special Assessment process, planning, zoning, and incentive policies
- ◆ Represent DCP on City of Fargo's Community Development Committee, Go Far 2030 Steering Committee, and State of ND Main Street Consortium

Chief of Staff, Dakota Medical Foundation

2019 – 2020

- ◆ Assist CEO in all areas of the organization – strategic planning, oversight, budgeting, and operations
- ◆ Responsible for the overall culture, communications, operational cadence for the organization
- ◆ Develop strategic plans and monitor implementation for all twelve operational pillars
- ◆ Direct oversight of Giving Hearts Day, Engagement, and Administrative divisions
 - Approximately 11 direct reports
- ◆ Communications Division - advertising media buys, media relations, earned media, social media campaign oversight, crisis communication, and public spokesperson
- ◆ Recruitment, hiring, and onboarding of director-level staff
- ◆ Lead feasibility analysis process for potential new initiatives
- ◆ Pandemic response coordinator



Cindy M Graffeo

Professional Experience (Continued):

Executive Director, Moorhead Economic Development Authority (EDA)

2016 – 2018

- ◆ Foster engagement with various stakeholder groups: EDA Board, City Council, business community, service groups, developers and realtors, citizens at large, as well as regional-, county-, and state-level economic development organizations
- ◆ Public relations, crisis communications, and public speaking engagements
- ◆ Develop and implement local and national communications strategy
 - Lead the EDA through complete rebranding strategy
- ◆ Personally conduct 30-50 business retention visits annually
- ◆ Develop strategies, initiatives, communications, policies, and programs for workforce development, business attraction and retention for the City of Moorhead
- ◆ EDA budgeting, tax levy process, and administrative functions
- ◆ Hire, train, and supervisory management of direct reports

Marketing Advisor, Sanford Health

2014 – 2016

- ◆ Create and execute marketing strategies and tactics Sanford Orthopedics & Sports Medicine, POWER, Surgeries, and Neurosciences service lines

Marketing Specialist, Centra Health

2012 – 2013

- ◆ Create and implement national marketing strategies and tactics for the creation and launch of the Neurosciences Institute

Business Assistance Specialist, City of Eau Claire and Downtown Eau Claire Inc. (DECI)

2010 – 2012

- ◆ Create and implement marketing strategy for the Economic Development Division
- ◆ Personally conducted 50+ annual business retention site visits with local business leaders
- ◆ Partner with local, county, regional, and state level counterparts
- ◆ Acting Downtown Communications and Promotions Coordinator, DECI
 - Coordinated and executed 2010/2011 events
 - Planned, budgeted, and secured all media for 2010 event promotions

Wells Fargo & Company

2006 – 2010

Seminars and Training:

- ◆ In Process: International Economic Development Council Certified Economic Developer
 - Eligible to sit for CEcD exam
 - Completed coursework: Workforce Development, Managing Economic Development Organizations, Economic Development Credit Analysis, Real Estate Development and Reuse, Business Retention and Expansion, and Basics of Economic Development

Board Service

Girl Scouts Dakota Horizons
Board of Directors
Resource Development Chair
2021 – Present

Fargo Moorhead Science Museum
Board of Directors
Marketing Committee Chair
2026 – Present