

## LEADERSHIP PROFILE



President & Chief Executive Officer  
**America's Charities**  
Chantilly, VA

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**Leadership for successful campaigns,  
caring and giving at the workplace.**

### THE ORGANIZATION

America's Charities is a private, nonprofit organization that raises support for many of America's best-known and best-loved charities through workplace giving. Founded in 1980 to facilitate charities' access into employee-giving campaigns, the America's Charities federation has raised over \$400 million for over 4,000 nonprofits.

In its most recent fiscal year, the organization raised over \$30 million in campaigns that reached 10 million employees. As its long-serving CEO prepares to retire, America's Charities stands at a positive, promising juncture. Going forward, emerging new dynamics – the changing workplace, new generations of donors, evolving employer needs and intense competition -- will require extraordinary execution and results, but also new, innovative and entrepreneurial approaches.

Over 200 nonprofits are members of America's Charities. Members include Make-A-Wish Foundation, Feed the Children, Ronald McDonald House Charities, the NAACP Legal Defense Fund, Meals on Wheels, Mothers Against



*"building strong foundations for nonprofits"™*

Drunk Driving, 100 Black Men, and Reading is Fundamental. Members participate in workplace giving campaigns under the umbrella of four separate 501-c-3 nonprofits: America's Charities, Health 1<sup>st</sup>, Children 1<sup>st</sup> and Community 1<sup>st</sup>.

Over 100 private-sector employers feature America's Charities in workplace campaigns, including American Express, AARP, ExxonMobil, Hewlett Packard, Amazon and Lockheed Martin. Nearly 200 governmental campaigns at the federal, state and local level also continue to represent significant revenues.



America's Charities is differentiated from other federations in several ways: by offering proprietary Pledge1st technology that is employer-customized and runs campaigns of up to 50,000 employees; by research and best-practice knowledge of workplace giving; and by distributing up to 100% of employee-designated contributions directly to the nonprofits. Donors in an America's Charities-run campaign have the power to select any of the member charities, or to designate other nonprofits of their choice.

As America's Charities approaches its 30<sup>th</sup> anniversary, the business is well positioned and new members are joining. In particular, the Community 1<sup>st</sup> group is expanding with the potential to become a powerhouse in community-based workplace giving. With renewed commitment to branding and business development, differentiated capabilities and a culture of innovation, America's Charities is poised to benefit from new leadership, innovation, aspirations and growth.

## THE OPPORTUNITY



### **The CEO transition is a time of challenge and exciting promise.**

Over the next few years, America's Charities aspires to become the pre-eminent leader and innovator in its field, raising significantly more revenue and making a greater difference for member charities and people in need.

The new CEO, together with the Board and staff, will assess organizational strengths, threats and opportunities, calibrate emerging needs of members, employer partners and donors, and move America's

Charities forward to realize fresh potential, excellence and growth. The new President & Chief Executive Officer (CEO) is charged with taking America's Charities to the next level, by:

- Leading and inspiring new growth for the organization through vision, strategy and innovation.
- Differentiating and marketing the America's Charities brand, value proposition and offerings.
- Transforming the organization to thrive in a world where philanthropic preferences, technology and audiences are changing.
- Growing and stewarding the workplace giving business, engaging current and new members, employers and opportunities.
- Representing and advocating for America's Charities and its members.
- Managing the business, empowering and mentoring a high-performing team.



America's Charities' 2009-2010 vision and plan affirms the primary focus of serving member charities in workplace campaigns, while addressing employers and employees as the key stakeholders. The CEO will play the lead role in making America's Charities the recognized leader in workplace giving, advancing each of the core strategic imperatives:



- Board evolution and engagement
- Membership recruitment and stewardship
- Campaign access, management and growth
- Marketing, branding and differentiating America's Charities as the preferred federation resource, and enhancing the organization's profile
- Enhancing and marketing Pledge1st technology and fiscal services
- Ensuring strong human resources

The opportunity for the new CEO is bold and unique – the mandate to take America's Charities' vision, strategy, marketing and growth to the next level. The CEO will help America's Charities make a greater difference for over 200 member charities, several hundred employers, many thousands of donors -- and millions of Americans in need.

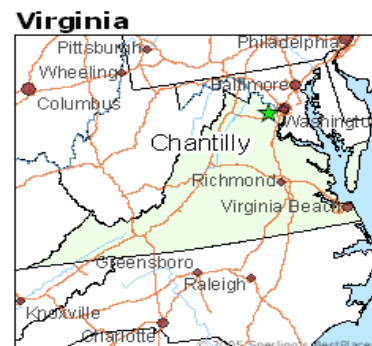
## THE RELATIONSHIPS

The President & CEO will lead and manage a staff of approximately 30 full and part time employees. Key relationships are as follows:

Reports to:	Board of Directors for each federation
CEO direct report:	Chief Operating Officer
COO direct reports:	Chief Financial Officer Vice President, Communications and Media Relations Vice President, Fiscal Services Vice President, Member and Campaign Services Vice President, Field Operations
External Stakeholders:	Current and potential member charities Employers currently or potentially hosting America's Charities campaigns: corporations, federal, state and local governments Current and potential donors Current and potential partners

## THE LOCATION

America's Charities headquarters is in Chantilly, Virginia, near Dulles Airport and close to Washington, DC.



## THE RESPONSIBILITIES



The mandate to take this strong, established organization to a new level calls for a dynamic, uncommon leader who will bring vision, experience, passion and a track record of growing complex organizations with multiple stakeholders.

The new CEO will leverage organizational strengths, including talented staff, a committed Board of Directors, an outstanding reputation, deep knowledge and experience in workplace giving best practices, over 200 members, 300 campaigns, unique technology and other offerings.

Challenges also abound. These include the changing dynamics in the donor population and workplace giving, intense and growing competition in the federation and campaign management space, and the need to identify and tap new revenue sources and innovative approaches.

The new CEO will elevate aspirations, capabilities, reputation and revenues. She or he will lead the organization to the next level of mission accomplishment on a broader and deeper scale. The new CEO will bring:



**1. Leadership.** *Leading and inspiring new growth for the organization through vision, strategy and innovation.* The new CEO will lead development of a strategic vision and roadmap, and will inspire and manage implementation, results and measurement. She or he will prioritize opportunities, diversify and grow funding streams, leverage and advance technology and other offerings in ways that move the organization to new levels.

**2. Marketing.** *Differentiating and marketing the America's Charities brand, value proposition and offerings.* The new CEO will have experience branding, marketing and positioning organizations to make their offerings compelling and relevant in the marketplace. He or she will further differentiate the brand and find ways to make it synonymous with the name, "America's Charities."

**3. Innovation.** *Transforming the organization to thrive in a world where philanthropic preferences, technology and audiences are changing.* The new CEO will drive change that keeps America's Charities growing, visible and relevant amidst constantly changing competitive and external challenges. She or he will be comfortable with, and interested in, technology and new media.

**4. Growing workplace giving.** *Growing and stewarding the workplace giving core business.* The new CEO will engage current and new members, employer partnerships and opportunities. She or he will steward and deliver extraordinary value for members, and will attract new members among America's largest, most well-known charities. The new CEO will be exceptionally skilled at articulating the value of workplace giving, developing relationships and value for employers and employees, and increasing corporate participation.



**5. External representation.** *Advocating and building relationships.* The new CEO will serve as an advocate for fairness, access and equity in public employee campaigns, and will advance best practices in workplace giving campaigns. He or she will relate brilliantly with the Board, donors, corporate and governmental partners, staff, peer organizations and community leaders. The new CEO will lead and champion partnerships, engagement, influence and thought leadership. He or she will be an extraordinary advocate and presenter of the America's Charities story, in small and large venues, with all kinds of constituents.

**6. Management.** *Managing the business, empowering and mentoring a high-performing staff team.* The new CEO will be an experienced manager of human, financial and program resources. In particular, she or he will mentor, develop, coalesce and empower a diverse staff. She or he will create an environment and structure of transparency, trust, cohesion and job satisfaction. The CEO will enhance communications, efficiencies, accountability and impact measurement.



The new CEO will create an environment of learning, best practices and continuous improvement. He or she will build shared vision, cohesion and the conditions for America's Charities to thrive, increase in size and impact, and achieve sustainable new standards of excellence.

## THE CANDIDATE

The ideal candidate will be passionate about the mission of America's Charities and bring a track record of organizational growth through leadership, strategy, management and innovation.

The new CEO will likely have led a complex, service oriented organization with diverse stakeholders, outstanding programs, sophisticated technology and remote locations.

The new CEO will be uncommonly skilled at building credibility and awareness, relationships, resources and reputation.





Compelling candidates could come from a variety of contexts. The organization is more interested in the caliber of leadership and management expertise than in any specific background.

While experience in all relevant areas is not required, the successful candidate will have experience in one or more of the following contexts: leading a federation or other organization involved with workplace giving; driving legacy and new growth in the context of a nonprofit; a track record of extraordinary leadership and management in corporate, public sector or, ideally, nonprofit settings.

Top candidates will exhibit high emotional intelligence, dynamism and high energy, strong interpersonal and communication skills, and self-confidence born of authentic ability. We are seeking:

- A visionary leader with a track record of innovation, growth and taking an organization to the next level.
- A bias to prioritize organizational mission over personal needs.
- An experienced marketer, relationship builder and presenter capable of telling the story well and inspiring support from diverse sources.
- Success building a cohesive, collaborative and high-performing team and operational environment in a complex organization with multiple, diverse stakeholders and needs.
- Business skills around performance, efficiency, analysis and accountability
- Ability to engage, mentor, inspire and unite the team around common goals.



- Appreciation for, and competence with, diverse backgrounds, work styles and contributions.
- A charismatic leader who can articulate America's Charities mission and vision clearly, advocate persuasively, and rally support.
- A good listener, with the ability to establish trust, open lines of communication, and feedback loops that create a thriving internal environment.
- A record of effective partnering with internal and external stakeholders and boards.
- A leader who is creative and flexible, with a bias to action and continuous improvement.
- An energetic, energizing, optimistic and joyful person with well-developed self awareness.
- A sense of humor.

America's Charities is an equal opportunity employer, and a diverse set of candidates is being sought for formal consideration.

**For potential consideration or to suggest a prospect,  
please email**

**[charities@BoardWalkConsulting.com](mailto:charities@BoardWalkConsulting.com)**

**or call**

**Kathy Bremer, Joan Schlachter or Molly Lang  
at 404-BoardWalk (404-262-7392).**

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