



LEADERSHIP PROFILE



CEO Children's Harbor Birmingham, AL

Children's Harbor's mission is to serve seriously ill children and their families through unique, no-cost services at both the Family Center, located at the Benjamin Russell Hospital for Children in Birmingham, AL and at the Lake Martin Retreat Facility in Alexander City, Alabama. Children's Harbor has been in service since 1989.

- Children's Harbor Mission Statement

THE OPPORTUNITY

This is a time of great opportunity for Children's Harbor. As an organization entering its fourth decade of service, Children's Harbor provides a unique opportunity for children with serious illnesses and their families to attend to their needs beyond the immediate medical care of the child. A gifted and dedicated staff help families address emotional and practical needs – all at no cost – with the idea that supporting the family is a critical part of helping the patient successfully confront and manage their illness.

The next CEO will join an organization grounded in Christian faith with core values of commitment, integrity, passion and empowerment whose top priority is to respond to the needs and rights of every client with a sense of urgency, dignity and compassion. Children's Harbor is passionate about family-centered principles and quality-of life issues and the organization views counseling as a key to empowering children and families to reach their maximum potential. Unique among its peers, the organization is at the nexus of best-in-class care and compassion without condition. Additionally, as a resource for families that



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organically understands the exponential benefit of working as a team, Children's Harbor is committed to partnering with other organizations that share its vision, mission and values in service of those in need.

The CEO will maintain a consistent focus on building external relationships, broadening fundraising efforts and calibrating both the short and long-term strategies necessary for Children's Harbor to achieve its goals. S/he will work in partnership with the board and staff and channel their talents in service of the organization and its mission.

In partnership with a strong, engaged Board and staff, the CEO will work to address several key mandates to lead the organization to national recognition as a leader in support of the needs of children and their families by:

- Expansion of the Lake Martin camp capacity through improvement of facilities and better year round utilization of the camp.
- Increase the market reach to include the Southeastern United States.
- Expand the Family Center to add more counseling services, partnership with other mission-aligned organizations and providing service to follow the family home.
- Enhance fundraising capabilities through advanced use of technology, increased awareness of Children's Harbor to communities and donors and develop a plan for future resource needs.
- Broaden and enhance brand awareness of Children's Harbor.



THE ORGANIZATION

Ben and Luanne Russell, the founders of Children's Harbor, have long recognized that Lake Martin is a special place. Along these shores, people of all kinds find a place for recreation, reflection and restoration. And from their generous hearts, the Russell's wanted to offer the same opportunities to families with seriously ill children.

Ben, the grandson of Russell Corporation founder Benjamin Russell, is Chairman of Russell Lands. Among its areas of operation, the closely held private company manages several hundred miles of shoreline property on Lake Martin. In 1989, Russell Lands donated 50 acres comprising one mile of the most beautiful shorelines of Lake Martin property for the new charity that would become Children's Harbor.

In 2001, the Russell's extended the reach and scope of Children's Harbor with their gift to build a state-of-the-art Family Resource and Counseling Center at the Benjamin Russell Hospital for Children in Birmingham, Alabama. In 2005, Russell Lands donated an additional 17 acres to expand the Lake Martin location.



Children's Harbor is dedicated to the memory of Ben's mother, Adelia M. Russell.

The organization offers patients and their families' two unique environments to strengthen family bonds and find balance and support during and after hospitalization. All of the services offered at both campuses are provided to families at no cost, thanks to many generous donors and volunteers.

Locations

Family Center:

The Children's Harbor Family Center, located at the Benjamin Russell Hospital for Children on the campus of [Children's of Alabama](#) in Birmingham, offers several ways to provide support to outpatients, inpatients and their families. Services include patient and sibling activities as well as support through counseling care and educational resources. [Learn more.](#)



Mental health services are provided to patients and their families through licensed, illness-specific counselors at no cost to the families and without limitations. Other services offered include educational support, scheduled interactive activities, an exercise room, hair salon, nap rooms, library, laundry facilities, and play areas.

Lake Martin:



Children's Harbor's Lake Martin campus hosts camping and retreat services through partnering organizations, providing a place of rest and restoration. It offers patients and their families a place to come together and reconnect, often outdoors, in a safe environment for children with various diagnoses. [Learn more.](#)

The retreat facility at Lake Martin boasts 66 acres with extensive water frontage, zero-entry swimming pools, handicap accessible tree house, miniature golf, basketball and volleyball courts, canoeing, activity rooms and more for families and children to reconnect and meet other families with similar diagnoses. These illness populations include children with cancer, organ transplants, autism, serious burns, the visually impaired, and those with spinal cord injuries, among others. The facilities are donated at no cost to organizations who apply annually through a grant process with Children's Harbor. For more information about Children's Harbor and its programs, please go to www.childrensharbor.com.



THE RESPONSIBILITIES

Reporting to the Board of Directors, the CEO is charged with oversight and accountability for Children's Harbor. S/he will be an engaged leader who balances representing Children's Harbor externally with a regular and meaningful presence at both the Lake Martin campus and the Family Center. S/he will ensure a strong organizational culture and create a vision for the future that both embraces Children's Harbors values and positions it to realize its aspirations.

More specifically, the CEO will:

- 1. Capably and consistently lead Children's Harbor with passion adhering to the core values of the organization.** The CEO will be a strategic leader with high aspirations, integrity and a vision for servant-leadership and mission impact. The new leader will be a credible, collaborative leader who is committed to the organization and its people.
- 2. Develop and drive a vision and strategy for the organization in tandem with the board that challenges the organization to think boldly about its future.** The CEO will be responsible for calibrating Children's Harbor's vision and strategy around its core mission to achieve both short and long-term goals. S/he will have a high level of comfort with business analysis and strategy, driving ownership of plans by the board, staff and organizational stakeholders. S/he will work closely with the board and board committees, and in concert with the executive leadership team - ensuring that targets and roles are clear and that progress against goals is measurable and consistently communicated to appropriate internal and external audiences. Principal duties will include comprehensive oversight of and accountability for organizational operations and finances.
- 3. Be an outgoing and engaging representative for Children's Harbor and advocate for its role and mission.** The CEO will be the internal and external face of Children's Harbor and its most public champion. S/he will be gifted at connecting with members of the business, civic, philanthropic, and medical communities and with all generations of current and prospective Children's Harbor supporters. Through networking, marketing and public relations efforts, presence and a focus on the organization's culture, history and unique offerings, the CEO will position Children's Harbor as a model of excellence.
- 4. Actively participate in Children's Harbor fundraising efforts to grow income.** The CEO will embrace stewardship of relationships as an organizational imperative and manage individual, corporate and partner





relationships with grace. S/he will actively cultivate new relationships, partnerships and opportunities that will help Children's Harbor meet current and future needs of families and children and to help further establish the organization as a leader in providing people and place-based experiential support for the families that it serves.

5. Build on and advance an institutional culture for Children's Harbor that is distinct, collaborative, team-oriented and undergirded by strong, Christian-centered values. The CEO will be driven by a desire for Children's Harbor to be recognized by staff, board and residents for its unique culture and organizational environment. S/he will lead the organization with purpose, commitment and a clear sense of service to the children's and families it serves – and nurture a passion for the same in the board and staff.

THE CANDIDATE



The ideal candidate is a compelling leader with significant knowledge, passion and experience in contexts relevant to Children's Harbor. S/he will have a proven track record of leadership, fundraising, cultivating relationships and program management in an organization of similar complexity. Personal attributes will include integrity, credibility and outstanding relationship and interpersonal skills. Previous experience working with families and children with unique care needs in a health care setting

would be considerable assets, but are not mandates.

Attributes being sought in the new CEO include:

- Passion for the mission of Children's Harbor
- Strong financial and business acumen
- A compelling, energizing and inviting presence, with high emotional intelligence, listening, and communication skills
- The ability to lead, inspire and mobilize people to accomplish important goals
- Experience in scaling business initiatives and growing programs
- A vision for how to increase the visibility and awareness of an organizational brand through traditional and digital media
- A strong commitment to the professional development of staff
- The ability to create and grow a strong organizational culture that is reflected in productive, positive relationships with Board and staff members, donors, leaders and healthcare partners throughout the U.S.
- Familiarity with strategy, planning and driving consensus around a common vision – and the courage to implement change



- The ability to present and communicate clearly, persuasively and compassionately to audiences that include the media, elected officials, civic clubs, peers, current and future partners, donors and corporate leaders
- Experience in working successfully with nonprofit boards
- Fundraising, revenue generation and/or experience with business development
- The ability to foster an environment of innovation, accountability, creativity that in tandem lead to effectiveness and measurable results
- Leadership experience in a comparable organization of similar size and complexity

THE RELATIONSHIPS

Children's Harbor has a full time staff of 38 between its locations in Birmingham and Alexander City and an annual budget for 2019 of \$3,561,675. The Board of Directors is comprised of seventeen leading business and professional executives from the Southeastern United States. Board members are engaged and deeply committed to the organizational mission.

| The CEO reports to: | Board of Directors |
|---|---|
| The CEO directly manages: | Director of the Family Center Director of Lake Martin Campus Director of Business Administration Chief Development Officer Executive Assistant |
| Other key CEO relationships include: | Children's Harbor volunteers Current and potential partners and donors Benjamin Russell Hospital for Children leaders and key staff Key leaders in the medical and health services space Corporate, civic, philanthropic and community leaders Elected officials Peers and best practice leaders |

THE LOCATION (Alexander City and Birmingham)

Alexander City was named in 1873 after railroad president Edward Porter Alexander. The city is well known for its outdoor activities, and with woodland trails, riverside walks and lakeside recreation on offer, there's plenty to occupy visitors. Whether you wish to spend time boating on Lake Martin, fishing the Tallapoosa River, exploring subterranean caverns, or trekking through national forests, you can do it all from





here. High on the list of attractions in the area is beautiful Lake Martin, home to Children's Harbor' Lake Martin Campus. Lake Martin offers 880 miles of incredibly beautiful shoreline and 41,000 acres of water offer something for everyone. Whether it be relaxation or recreation, there is no end to the pleasure and satisfaction you will find. Countless enjoyable activities include boating, skiing, sailing, golfing, fishing, canoeing, swimming and outstanding dining.

Other major sites with national prominence are Horseshoe Bend National Military Park and Wind Creek State Park. Nature lovers will enjoy Piedmont Plateau Birding Trail and Charles E. Bailey, Sr. Sportplex.

In addition to outdoor pursuits, **Alexander City** offers a superb range of shopping, dining and entertainment for all.

With more than one million residents, greater **Birmingham** is the state's largest metro area and is experiencing a renaissance of commerce and culture. Sometimes referred to as the Cradle of the American Civil Rights Movement, the city is also home to the [Birmingham Museum of Art](#), the [Alabama Symphony](#), the [Birmingham Zoo](#), the [McWane Science Center](#) and the [Alabama Jazz Hall of Fame and Museum](#).



Widely known for leadership in medical research, banking and finance and biotechnology, the area is home to six major academic institutions, two major auto manufacturing plants, the [Southeastern Conference](#) and the [Birmingham Barons](#), the Chicago White Sox's minor league affiliate.

The city boasts more green space per capita than any other U.S. city, and its residents are proud of its local farms and gardens, which have helped Birmingham become known as a true city for food lovers and garner two recent James Beard awards. The area has received substantial publicity, including features in the [New York Times](#), [Forbes](#) and [National Geographic](#) magazine.

For more information, go to www.birminghamal.org or www.birminghamal.gov.

For potential consideration or to suggest a prospect for the next CEO for Children's Harbor, please email CH@BoardWalkConsulting.com or call Paula Nicholas or John Sparrow at 404-262-7392.
