



LEADERSHIP PROFILE



**Chief Program and Impact Officer
Third Sector New England
(TSNE)
Boston, MA**

TSNE builds the leadership and effectiveness of individuals, groups, and nonprofits to support a more just and democratic society.

THE OPPORTUNITY



TSNE is a \$70 million organization that advances social good and helps nonprofit organizations thrive. The organization partners with hundreds of nonprofits, groups, individuals and foundations in Boston, New England and across the country.

TSNE provides management and consulting services that strengthen nonprofit leadership, capacity and performance. As a trusted partner to hundreds of nonprofits for more than 60 years, TSNE operates the NonProfit Center in Boston, provides fiscal sponsorship for 60+ organizations, offers in-demand consulting, training, real estate management, and advances inclusion, racial equity and social justice.

This is a time of transformation and promise at TSNE. Under the leadership of a strong and forward-looking CEO, the organization is charting the future course for TSNE to grow impact and outcomes. In partnership with the CEO, the senior leadership team and the TSNE staff, the CPIO will strengthen the organization's program offerings and help build a platform of programs that will

position TSNE to serve clients and their needs in the years ahead. Particularly given the current and future economic impact of Covid-19, this role will be an integral part of ensuring that TSNE is a programmatic leader in Consulting and Training and Fiscal Sponsorship.

The opportunity for the CPIO is compelling: to oversee, shape and expand TSNE's programs to meet the needs of a rapidly changing nonprofit landscape, and create a more just and democratic society. This leader will be a thought partner for the CEO regarding programs and strategies, and will continue to position TSNE as a model of impactful fiscal sponsorship, consulting and thought leadership in the nonprofit sector.

Mandates for the CPIO will include:

- Helping TSNE assess its current program offerings, making changes where necessary to drive impact and enable client success
- Working with the CEO and the senior leadership team to advance the organization's strategic planning efforts – and help TSNE balance program success, impact and financial sustainability
- Responding to the current needs of clients with best-in-class programs and services while also positioning TSNE to adapt to emerging trends and sector needs with capability and agility



THE ORGANIZATION

TSNE is a nonprofit management support and capacity building organization that works with hundreds of nonprofits across the country. An approximated \$70 million nonprofit with assets of \$90 million, TSNE provides information and services to build the knowledge, effectiveness and power of individuals, organizations and groups that engage people in community and public life. The organization offers fiscal sponsorship, training, consulting and property management services to a host of nonprofits throughout the U.S. It publishes best-practice research and guides designed to strengthen the operations and capacities of mission-based organizations.

Original TSNE research projects have been widely reviewed and shared. These include: *What's Next: Moving Beyond the Person* (2019), *Valuing Our Nonprofit Workforce* compensation studies (2017, 2014 and 2010), *Opportunity*

in Change (2017, with The Boston Foundation), the *Leadership New England* study (2015), *Funding Learning Networks for Community Impact* (2013), *Step-by-Step Guide to Achieving Diversity in the Workplace* (2010), and the *Executive Directors Guide* (2002, 2010).

TSNE is a co-founder and active member of several professional networks aimed at advancing the work of the nonprofit sector, including the Massachusetts Nonprofit Network, The Nonprofit Centers Network, and the National Network of Fiscal Sponsors.

TSNE continuously evolves its services in fiscal sponsorship, where it serves over 60 nonprofits in Boston and across the country. TSNE's consulting practice works with regional nonprofits with services that include:

- Executive search and transitions
- Human resources
- Leadership coaching
- Management training for nonprofit professionals
- Organizational development
- Strategic planning

The organization is deeply committed to community-based organizations. TSNE's partnerships with foundations, service providers, community groups, nonprofits and thought leaders in the sector provide opportunities for reflection and continuous learning – further strengthening TSNE's programs and services.

TSNE has a longstanding commitment to racial equity and social justice.



Internally, there is ongoing work in equity and inclusion, and improving the organization's cultural competency, communication and the capacity to work effectively with diverse community-based organizations is a priority.

TSNE's FY20 revenue of nearly \$70 million is inclusive of fiscal sponsorship (FS) funds (\$61 million), real estate management (\$4 million) and consulting and other activities (\$4 million).

Due to its financial strength, TSNE has not actively pursued traditional fundraising or business development, but has identified this as an area of opportunity and is working to deepen its relationships with foundations. Engaging the support of broad stakeholders will deepen relationships and cultivate new partners in Boston and beyond. More information can be found at www.tsne.org.

THE RESPONSIBILITIES

As part of the Executive Team, the Chief Program and Impact Officer (CPIO) is a new role responsible for the day-to-day management of TSNE's diverse portfolio of services and is a key member of the senior leadership team. The CPIO will be a collaborative partner to the CEO and CFO, the senior leadership team and the board, and will help drive TSNE's overall impact through effective management and assessment of TSNE's programs to ensure that the organizational mission is fully realized through measurable results and outcomes. This individual will bring both the subject matter and change-management expertise necessary to ensure that TSNE continues to respond effectively and efficiently to the diverse needs of its clients, building on its reputation as a best-in-class nonprofit fiscal sponsor and professional services provider.

More specifically, the CPIO will:

- 1. Oversee, evaluate, develop and expand TSNE's program offerings and services.** The CPIO will advance the vision and strategy for TSNE's programs in tandem with the senior leadership team in a way that challenges the organization to think creatively and boldly about its future. The new leader will have a high level of comfort with business analysis and strategy and will work with the senior leadership to ensure that TSNE's goals for programs are clear, compliant, sustainable and meet client expectations.
- 2. Evaluate and pursue opportunities for growing partnerships and new business.** The CPIO will have led growth and scaled programs in contexts relevant to TSNE. They will bring expertise in program design and management, program evaluation, and tailoring organizational offerings to drive social impact. The CPIO will be a persuasive and effective presenter and communicator and be nimble at matching organizational expertise with the needs of nonprofit clients.



3. Be a positive, collaborative leader and teammate. As a member of TSNE's Senior Leadership Team, the CPIO will play a collaborative role across the organization, in ways that encourage trust, innovation and continuous improvement. They will play a critical role in driving cohesion among the staff, clients and the board around program development and expansion, transparent and candid assessments of program impact, and organizational learning and growth. Importantly, the CPIO will model TSNE's values, desired behaviors and further the organization's commitment to becoming a more inclusive, diverse and productive community.



4. Lead and develop a high performing team. The CPIO will enjoy building the capacity of a team and creating an environment of collaboration and high standards. This individual will bring and develop a culture of collaboration and accountability, and manage TSNE's program staff with skill and poise. The CPIO will combine business acumen, planning and forecasting ability with strong execution skills. By being someone others want to work with and a creative and forward-thinking leader, the CPIO will help transform the organization's program offerings in ways that enable client success and attract new clients.

5. Support TSNE's clients. The CPIO will ensure that TSNE is a responsive, capable and service-oriented fiscal sponsor, consultant, and trainer for client organizations. This individual will believe in and exhibit a client-centric approach, strive to understand the specific program needs of each client organization and work to provide expertise, counsel and guidance to nonprofit partners that reinforces TSNE's value and organizational beliefs.

THE CANDIDATE

The ideal candidate will have expertise developing, managing, refining, and measuring nonprofit programs and services, strong knowledge of organizational development and management strategies, a clearly articulated and demonstrated commitment to diversity and equity, a collaborative and solution-focused sensibility, possess strong and clear writing and oral communication skills, and possess the ability to understand and navigate issues from both a 50,000 and 500-foot level. Knowledge of organizational systems and experience managing in a values and mission driven organization are highly valued.



The successful candidate will have a minimum of 10-years of experience with nonprofit organizations managing programs, overseeing operations, supervising staff and functioning in a leadership capacity.

Additional assets being sought in the new CPIO include the following key areas:

- **A proven track record of results and exceeding goals:**
 - Evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment
 - A high level of business acumen and the ability to balance the delivery of programs against the realities of a budget
 - Strong problem solving and project management skills, creativity and resourcefulness

- **Strategic vision, agility and an orientation towards action:**
 - The ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan
 - A strong work ethic and a healthy appetite for challenges
 - The confidence and maturity to act and react as necessary, often with limited information
 - The courage to lead
 - The ability to respectfully overcome resistance to leadership and take unpopular stands when necessary

- **Organizational capacity building, leadership and staff development:**
 - Experience in effectively building organizational and staff capacity and developing a strong and capable workforce and the processes that ensure the organization runs smoothly
 - Demonstrated success as a leader of change management processes, including the development and use of technology, knowledge and data management and administrative systems
 - Exceptional capacity for managing and leading people
 - A committed team builder who has experience with scaling organizations
 - The ability to connect to staff both on an individual level and in large groups
 - The capacity to enforce accountability, develop and empower and promote leaders from within, lead from the top down, develop staff leadership from the bottom up, cultivate entrepreneurship, and learn the strengths and weaknesses of the team to put people in an optimal position to succeed

- **General Management:**

- A thorough understanding of finance, systems, and HR
- Broad experience with a full range of business functions and organizational systems, including strategic development and planning, evaluation, budgeting, business analysis, finance, information systems, human resources, and marketing
- Experience developing and adhering to organizational budgets and a high level of understanding of nonprofit financial structures; experience with real estate and property management would be a plus
- **Commitment to Collaboration:**
 - A commitment to participatory management and shared leadership practices
 - Experience working as part of and leading highly collaborative teams delivering complex programs and services
 - A collaborative, inclusive and flexible management style coupled with ability to make difficult decisions swiftly and effectively
- **A demonstrated commitment to values:**
 - a deep understanding of cultural competency and the value of diversity in the workplace
 - the ability to work in a fast-paced, multi-cultural environment
 - commitment to the work of social and economic justice organizations
 - A respect for and commitment to fostering other TSNE values that include increasing diversity, inclusion, equity and belonging, work-life balance, excellence in service and wise stewardship of resources
- **Other assets include:**
 - Excellent communication and problem-solving skills
 - The ability to juggle multiple tasks and priorities
 - High emotional intelligence
 - Patience and a collaborative spirit
 - A good sense of humor, particularly in times of stress

THE RELATIONSHIPS

The CPIO reports to the CEO. Reporting to this role will be staff responsible for fiscal sponsorship programs and operations, consulting and training, evaluation and a new business development and client intake team. Together with the CFO and the senior leadership team, the CPIO will play a key role in managing approximately 70 people at headquarters and over 400 people embedded at client organizations.



THE LOCATION

The CPIO is based in TSNE's office in the NonProfit Center in downtown Boston, where staff and client organizations are working safely and in compliance with COVID-19 protocols. Boston is home to many of America's top nonprofit, academic, scientific and healthcare institutions, and to Fortune 500 companies including Staples, Athena Health, Dell EMC and GE.

The targeted compensation range for this role is \$170-185,000. TSNE MissionWorks envisions a society grounded in principles of social and economic justice. As such, we strive to achieve excellence through a diverse and inclusive workplace that honors each individual as a whole person. Our vision and values are reflected in all our employment-related decisions, including hiring practices. Accordingly, TSNE MissionWorks actively seeks people who bring diverse backgrounds and perspectives to join us in our work. We value the unique talents and contributions of each of our employees.



To apply or suggest a prospective candidate,
email
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or call John Sparrow or Patti Kish at 404-262-7392.
