



LEADERSHIP PROFILE

Chief Operating Officer
Bobby Dodd Institute

Atlanta, GA

Mission: To empower people with differing abilities to maximize their potential by securing economic self-sufficiency, independence, and inclusion within their communities.

The Opportunity

BDI, a leading nonprofit dedicated to empowering individuals with disabilities through support, vocational training, and employment, seeks a dynamic and visionary leader to join its senior leadership team. The Chief Operating Officer (COO) plays a pivotal role in driving the strategic growth and operational excellence of BDI.

The Context

The name BDI conveys a powerful legacy of service to the community. The organization is named after Bobby Dodd, the legendary Georgia Tech Football Coach who inspired many with his service to others. Coach Dodd believed in helping others by playing to their strengths. His spirit lives on in BDI's work to empower those with differing abilities to lead more independent, dignified and full lives.

In the 1960's, BDI began as a program at All About Developmental Disabilities (AADD) and became its own entity in 1989 to focus on employment as AADD focused on services. After decades apart, the two organizations merged to reconnect their shared mission and better serve those with disabilities through maximized resources.

Together today under one name, the legacy of impact continues as BDI bridges critical services and employment opportunities for the thousands of individuals and families it serves annually. BDI is proud to serve veterans and plays a unique role as an "ecosystem builder" for all people with disabilities, from learner to employee.

BDI is well known as a [Trusted Navigator](#) for individuals and families seeking life-changing resources. Offering a complete community-based system of services to support parents and caregivers of children and other loved ones with disabilities, BDI connects families with state and

BDI offers a continuum of support for all ages, stages and levels of need for people with disabilities and their families.





BDI believes in an inclusive world. By embracing people of differing abilities, BDI creates a more inclusive community where each person's unique strengths are empowered and employed.

federal resources. BDI also provides intensive hands-on support for families in crisis.

Before the Americans With Disabilities Act became law in 1990, BDI was advocating for, and employing, people with disabilities, believing that work is the starting point for independence and vital for building a sense of purpose in life. Identifying strengths in people and helping them create careers through in-house and third-party employment opportunities, BDI is a trusted workforce developer for businesses that value inclusion. BDI's diverse portfolio of social enterprises includes Facilities Management, Contact Centers, Administrative Services, and Supply Chain and Logistics.

BDI's approach to empower and employ is holistic and unique, addressing the needs of individuals by identifying the desired outcomes and then creating or accessing the services needed to achieve them. BDI offers solutions for the people it serves through creative and responsive programs that fill many of the gaps inherent in the complex social services landscape.

The Organization

BDI is operationally and financially solid, with current revenue of \$24 million and steady annual growth of 6%. In the past five years, BDI has expanded from serving 1,923 individuals to more than 2,600, with projected growth of serving close to 5,000 by 2027. The growth in services and impact has been achieved through hard work and has resulted in only modest growth in the senior leadership team. This has allowed BDI to leverage resources for its mission.

Unlike other nonprofits, BDI's earned revenue constitutes 95% of its budget, with only 5% derived from philanthropic support.

An organization that places a premium on people over profits, BDI has over 400 employees and has benefited from low employee attrition and high levels of commitment from its staff, board members and community advocates.

BDI is also a well-run business in its own right, embracing best practices from both the corporate and nonprofit sectors. BDI is fully accredited by [CARF](#).

The senior leadership team is deeply collaborative. They actively eliminate silos and share an entrepreneurial spirit. BDI's culture is thoughtful and trusting. Continuous improvement is both a mantra and a mindset.

In accordance with its recent strategic plan, BDI intends to expand its impact through the creation of a new support center. In 2024, BDI will break ground on a 40,000-square-foot center located on its main campus in Atlanta's growing West Side. In addition to providing gathering space and housing administrative services, the center will also have clinical space to build BDI's behavioral health services and provide a seamless experience for its constituents.

The center will also be part of a residential campus featuring multiple living units for those BDI serves and the broader community. Specialized housing will provide for independent living, long-term affordability, and stability in the community for people with and without disabilities. This will be the first inclusive community of its kind in Atlanta and another example of BDI's creative leadership and innovation. More information about BDI's services and supporters can be found on its [website](#).

The Mandate

Bobby Dodd Institute's next COO will join a highly entrepreneurial organization and dynamic senior

BDI Core Values: Diversity and Inclusion; Positive Relationships; Continuous Improvement; Honesty and Integrity; Teamwork.





The COO will deliver operational excellence, consistency, and efficiency in BDI's day-to-day operations, programs, and business functions.

leadership team. Reporting to the CEO, the COO is the architect charged with implementing strategic growth by fostering collaborations that drive results, making data-based decisions and bringing strong processes to build cohesion and strength in operations.

Key responsibilities of the COO include:

- Collaborate with the CEO and senior leadership team to develop and implement BDI's vision and goals in alignment with its 50-year mission and values. The COO will navigate complexity to move the organization forward.
- Deliver operational excellence, consistency, and efficiency in BDI's day-to-day operations, programs, and business functions.
- Continue to develop a strong and diverse team of professionals by building on BDI's culture of continuous learning and process improvement.
- Steward BDI's resources through close collaboration with the CFO and VP of Development; develop and manage budgets and vendors; and identify opportunities to optimize costs and create innovative revenue generation.
- Engineer solutions for new challenges and opportunities; bring creative, flexible, entrepreneurial, innovative options that respond to the dynamic needs of the community.
- Cultivate and maintain strategic partnerships with key stakeholders, government agencies, corporate partners, foundations, and community organizations to drive program excellence, expansion, and impact.
- Maximize every opportunity to meet and exceed the needs of those BDI serves through performance metrics and systems to drive achievement of objectives, provide clarity, and drive accountability, while ensuring quality through regular analysis.

- Ensure compliance with all legal, regulatory, and contractual requirements, and implement robust risk management practices.
- Champion BDI's culture of innovation by identifying and implementing new initiatives, technologies, and best practices to enhance program effectiveness and encourage replication.
- Collaborate with BDI's board of directors by providing regular updates, insights and recommendations on BDI's performance, strategic initiatives and emerging practices in the sector.
- Be an ambassador and share the mission of BDI through strong relationships with the broader community to raise awareness of, and to advocate for, the critical importance of integrating individuals with disabilities into work environments and community life.



The Relationships

Reports to:	CEO
Partners with:	Senior Leadership Team
Direct reports:	<ul style="list-style-type: none"> • Senior Director of Contact Center Services • Vice President of Administrative Services • Vice President of Business Services • Vice President of Operational & Program Services • Director of Organizational Technical Support <p><i>Note: The COO's direct report teams comprise over 300 employees.</i></p>
Other key relationships:	<ul style="list-style-type: none"> • Employer partners and broader business community • Atlanta and Georgia-based advocacy and peer groups

The COO will champion a culture of innovation by identifying and implementing new initiatives, technologies, and best practices to enhance program effectiveness and encourage replication.

The Candidate

The COO candidate will immediately add value to BDI and quickly lay the foundation for growth. They will have proven success in operations, coming from a Senior VP, COO, or CEO background. A bachelor's degree is required, and an advanced degree in business administration, nonprofit management, or a related field is preferred.

Candidates should have a minimum of ten years of program or business operations development, delivery, and management.

Since BDI is a nonprofit that runs like a business, COO candidates should bring:

- Entrepreneurial success and experience building and overseeing a robust portfolio of programs with diverse revenue streams.
- Proven results expanding social enterprise, business development and/or fund development.
- Agility and ability to drive growth in a complex organization with managed services.
- Intellectual acumen to enhance a multifaceted enterprise through data-driven decisions and discipline.
- Strong experience cultivating quality customer service and generating respect with constituents.
- Experience designing functional implementation of programs, then piloting and assessing programs for replicability.

Desired personal attributes include:

- Superior interpersonal skills and ability to work well with multiple constituencies internally and externally.



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- Skilled manager of teams, who is both coach and counselor, motivator and problem solver. A leader who seeks input and promotes dialogue.
- Flexibility, a leader who seeks first to understand, and brings empathy and humor to the enterprise.
- Diplomacy, an innovator who approaches challenges with skill and promotes collaboration. A leader who is thoughtful and effective under pressure.
- Visionary who stays ahead of the curve and can adapt to, and anticipate, future trends, changes, and opportunities.
- Financial acumen and a solid understanding of financial principles, budgeting, and resource allocation.
- Excellent verbal and written communication skills, with experience in public speaking and advocating for social causes, and the ability to define and refine vision in diverse contexts.
- Strong connection to BDI's mission through personal and/or professional experience.
- Familiarity with both the for-profit and nonprofit sectors, with an appreciation of the human services landscape's challenges and opportunities.
- A deep commitment to diversity, equity and inclusion, with significant experience creating and sustaining inclusive environments.

Desired personal attributes of the COO include diplomacy, an innovator who approaches challenges with skill and promotes collaboration. A leader who is thoughtful and effective under pressure.





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The Location

Atlanta is home to more than six million people, with sixteen Fortune 500 companies, numerous world-class nonprofits, and multiple growing industries. An extensive profile of the region's people and institutions is [here](#).

Headquartered at the Robert Freeman Campus, Bobby Dodd Institute is in the heart of the growing [Atlanta Westside](#).

For potential consideration or to recommend a prospect, please email appropriate materials to BDICOO@BoardWalkConsulting.com or call **Diane Westmore** or **Michelle Hall** at 404-262-7392.
