
Community Foundation for the Twin Tiers

POSITION DESCRIPTION

TITLE: Chief Executive Officer

EFFECTIVE DATE: 1/1/2007

EXEMPT/NONEXEMPT STATUS: Exempt

REPORTS TO: Board of Directors

SUPERVISES: Staff of 0.5 FTE,
Includes a PT Administrative Assistant

JOB SUMMARY: The *Chief Executive Officer* is responsible for growing the impact and influence of the Foundation throughout the region it serves. The CEO mentors and supports the Foundation's staff while also providing leadership and support to the Board of Directors, foundation advisory boards, area charities, and within the community at large. The top priority for the CEO is to expand and manage the Foundation's relationships with donors, professional advisors, affiliates, community leaders, and key nonprofit agencies throughout the region served by the Foundation with the goal of increasing the Foundation's philanthropic assets by linking people with the charitable needs and programs that matter most to them as well as with key community and regional priorities. Other responsibilities include: working with the Board and staff to set and accomplish the strategic goals of the Foundation; assuring regular fiscal oversight of the Foundation's charitable portfolio and component funds in concert with the Finance and Investment Committee and any consultants; assuring outstanding service, stewardship and responsiveness to the needs of existing donors; providing administrative oversight on a daily basis to ensure that all processes and protocols necessary to fulfill the Foundation's mission are successfully implemented; providing marketing leadership to continually and effectively increase awareness of the Foundation's philanthropic services and grantmaking accomplishments; overseeing and supporting grantmaking processes for both unrestricted and donor-restricted funds as well as the delivery of technical assistance services to area charities; and representing the Foundation at a wide range of public meetings, charity events, and other venues as well as working with funding collaborations at the regional, statewide and national levels to advance the mission of the community foundation.

MINIMUM EMPLOYMENT REQUIREMENTS:

Knowledge, skills and abilities: Demonstrated leadership ability and management skills to oversee the human relations and technical administration aspects of operating a complex and professionally driven community foundation. Exceptional listening as well as written and oral communications skills to build productive relationships with donors, professional advisors, volunteer leaders, charities and the community at large. Astute volunteer leadership skills to maximize the effectiveness of volunteer leaders and advisory boards. Strong organizational, planning, and multi-tasking skills to develop shared programmatic visions and manage multiple priorities. Demonstrated service orientation and ability to work with diverse groups of people, including a sincere interest in working with people to fulfill their own charitable intentions and a motivation to exceed donor expectations. High level of creativity to develop new approaches while solving a wide range of programmatic challenges and gift planning problems. Ability to think independently while engaging others in participative decision-making. Ability to understand and interpret financial reports, investment analyses, and other fiscally oriented materials. Knowledge of major and planned giving concepts and approaches to donor cultivation and stewardship. Sincere commitment to community service and the humility to make a difference in the life of a community without the need for broad personal recognition. Ability to use computer-related software and technology to accomplish tasks (e.g., wordprocessing, database, and presentation software as well as Internet resources).

Education: Bachelor's degree, with coursework in the areas of marketing, English/communications, business, finance, and other areas related to the work of a community foundation required. Advanced degree or professional certification in the field of financial planning, charitable gift planning, law, accountancy, trust services, etc. preferred. Professional education in fund-raising,

planned giving, donor relations, marketing, and/or related areas preferred. Comparable experience and training may be substituted.

Experience: Previous experience leading and managing a complex nonprofit entity, a comparable for-profit entity, or a department of a larger business required. Experience in engaging volunteer leadership and donors in advancing the mission of a nonprofit organization required (either as a board director or a key staff person of a nonprofit organization). Experience with major gift fund-raising as well as donor cultivation and stewardship, or alternatively, experience developing high-net worth client relationships and new business capacity in a relevant for-profit field required. Background serving in a high public contact capacity while mentoring and supporting diverse staff required.

Physical Demands and Working Conditions: Must be able to work in a variety of settings; must be willing to work long and irregular hours as needed and travel frequently throughout the multi-county region served by the Foundation; must be able to operate and have access to a vehicle for work-related travel (with mileage reimbursement); operate office and computer-related equipment; must be able to maintain composure and service orientation while managing multiple deadlines or working with challenging personalities.

Confidentiality: Will have access to confidential/sensitive information -- must maintain strict confidentiality. Must be a strategic communicator who can separate personal opinion from the official voice of the Foundation.

MAJOR TASKS, DUTIES & RESPONSIBILITIES:

Relationship Building and Charitable Gift Development (50%)

1. Identifies individuals, organizations, and foundations with the potential to provide philanthropic support to the Foundation, and executes plans to build relationships with each (e.g., personal visits, invitations to events, involvement in Foundation activities) with the goal of matching donor interests with community needs, including personally managing a portfolio of 25-40 top-priority donors and potential donors.
2. Collaborates with the Board of Directors, advisory boards, and key staff to develop, manage, and annually revise a Top 100 list of potential donors, including a Top 25 list of prospective donors for priority cultivation and solicitation by staff and Board using a 'moves' strategy to lead each prospective donor into greater involvement with the Foundation and timely solicitation for a new fund, major contribution or planned gift as appropriate to each donor.
3. Ensures ongoing stewardship of relationships with existing donors, families of bequest donors, executors, etc., including appropriate thank you processes, reporting on use and management of funds, working with staff to involve donors in post-grant site visits to favored charities, and involvement in Foundation activities as appropriate.
4. Personally solicits donors alone, with Board representatives, and/or in cooperation with a donor's professional advisors, as appropriate, and ensures accurate preparation of any needed supporting materials (e.g., written proposal, planned gift illustrations or comparisons, sample bequest or trust wording).
5. Provides direction and mentoring to the foundation's fund development efforts and planned giving professionals, including setting measurable objectives and fund-raising goals; sharing responsibility for donor cultivation, solicitation, and stewardship with the Board; making donor and professional advisor contacts together, and related activities.
6. Cultivates collaborative working relationships with estate planning professionals (e.g., attorneys, CPAs, financial planners, trust officers, realtors, and others), which may include preparing planned gift illustrations and sample bequest wording for their clients, scheduling mailings and personal meetings related to charitable gift planning, and developing a network of professionals

to assist prospective donors (who do not have counsel) in finalizing gift plans to benefit the Foundation.

7. Completes call reports and memoranda to the database files, and assures that other staff complete call reports, following personal visits and other key telephone/other communications with donors, prospective donors, estate planning professionals, representatives of the trustee banks, key community leaders, and others as appropriate.
8. Annually draft and implement a plan for marketing the benefits of gift planning within the context of estate, retirement, and financial planning to existing donors as well as to appropriate segments of the community, while promoting the results achieved by the Foundation's unrestricted and donor-restricted grantmaking.
9. Provides direction and sets goals for the Board and staff to ensure the creation of printed marketing and donor relations materials to increase awareness of the Foundation's mission, goals, accomplishments, and gift opportunities throughout the region served, including news releases, newsletters, brochures, requests for proposals, annual reports, audio-visual aids, etc.
10. Guides staff and volunteer leaders in developing marketing and charitable gift planning approaches specific to the needs of the Foundation's various agency endowments, component funds, and key donors.
11. Participates in, seeks out, or stimulates, as appropriate, opportunities to speak about the Foundation, its goals and accomplishments, and its gift opportunities via forums, service club meetings, media contacts, and other outlets, with the goal of increasing awareness of the Foundation and further enhancing the Foundation's stature within the region.

Administration and Governance (25%)

12. Leads and supports the Board of Directors in developing, implementing, tracking, and revising the Foundation's strategic plan and goals to maximize the Foundation's effectiveness within the region and ensure an optimum rate of financial as well as programmatic growth.
13. Provides direction and support to the Chief Financial Officer in staffing the Finance Committee and in preparing annual and project budgets, monitoring budgets to ensure appropriate spending, and ensuring accurate and timely reporting to the Board of Directors and Finance Committee.
14. Provides leadership to and supports the Board of Directors in planning regular board meetings, scheduling periodic retreats, ensuring that annual conflict-of-interest disclosures are filed, and conducting board self-evaluations.
15. Provides guidance and support to the Foundation's governance-related committees, namely the County Advisory Boards, Nominations, and Finance/Investment committees to ensure appropriate policies and controls are in place at all times.
16. Assists Board of Directors and staff in establishing and maintaining written policies addressing such issues as types of gift vehicles to be offered; types of assets acceptable for gifting; management of endowment, donor-advised, special interest, and other types of funds; investment objectives; employee relations and benefits; and other areas related to the sound management of a community foundation.
17. Works with the Board of Directors to strengthen and involve the County Advisory Boards in the Foundation's mission, meeting each County Advisory Board member as appropriate, identifying activities that are mutually beneficial for each member and for the Foundation, supporting Advisory Board-related activities, cultivating members for service on the governing board, and seeking out individuals with leadership potential to serve on the Advisory Boards.

18. Develops and maintains collaborative working relationships with the Foundation's Investment Consultant, custodian banks, investment managers, mutual fund representatives, the Finance Committee, and the Board of Directors to ensure the proper management and monitoring of investment performance and spending targets for all assets of the Foundation.
19. Ensures that the Foundation's annual audit is completed without impediments and that the Foundation's 990 form, as well as other forms and reports required by regulatory bodies, are appropriately completed and submitted via Board-approved agreements with the Foundation's auditing and legal firms.
20. Ensures appropriate 'segregation of duties' relating to the fiscal activities of the Foundation, including personal involvement in co-signing checks, approving expenditures and receipts, authorizing purchase orders, periodically monitoring petty cash balances and spot-checking completed tasks of financial staff, and other duties appropriate to ensuring excellent internal accounting and financial controls.
21. Ensures that all current and planned gifts are appropriately acknowledged, including processing and tracking gifts; thanking donors via phone and thank-you correspondence; accurately valuing non-cash, hard-to-value, or planned gifts; recognizing gifts and donors consistent with each donor's preferences; reporting to donors on the charitable impact of their gifts and the status of their funds; and related responsibilities to assure transparent accountability to the Foundation's donors.
22. Provides leadership and support to staff not only to ensure that all programmatic and operational needs of the Foundation are met, but also to encourage employee job satisfaction and growth of skills/talents, including supporting continuing education and training opportunities, with the goal of building a stable and well functioning staff team.
23. Ensures that staff establishes, maintains, and safeguards filing and computerized records systems to support the donor relations, grantmaking, fund management, investment, and accounting & financial tracking needs of the Foundation.
24. Pursues professional training and education opportunities to increase personal knowledge and skills in the areas of community foundation management, estate and charitable gift planning, community service programming and grantmaking, community development, and principles of leadership and building effective interpersonal relationships.

Programming and Community Capacity Building (25%)

25. Provides direction and support for Program and Scholarship Services assuring site visits are conducted by staff and Board for all qualified grant requests to assess/prioritize the potential of projects in need of funding and to evaluate the progress of previously funded projects.
26. Ensures that staff has completed all 'due diligence' requirements associated with grantmaking and charitable distributions from Donor-Advised, Designated, Field of Interest, Scholarship, and Agency Endowment funds.
27. Provides support and leadership to various county advisory boards, advisory & scholarship committees, and other coordinating bodies charged with identifying and making recommendations to the Board regarding potential agencies to receive grant/scholarship support from component funds.
28. Makes recommendations to the Board of Directors regarding grantmaking strategies that may help leverage funds from other public and private sources or may otherwise maximize the use of Foundation funds in meeting the needs of the region.
29. Provides direction and mentoring to the Scholarship Services Program to administer a growing

scholarship program, ensure the Foundation’s role as a Pennsylvania PHEAA-PATH program partner, attract new scholarship funds, fulfill the intentions of diverse scholarship donors, connect donors with their recipients as appropriate, and maintain outstanding relationships with area school districts and higher education institutions.

- 30. Sets parameters and provides support to Scholarship Services Program and the Marketing and Communications Program in developing and managing an annual Donor’s Choice Network program, including the effective use of our county advisory boards to screen and select beneficiaries as well as to determine awards from undesignated gifts, coordination with the editorial & reporting staff of the local news media, appropriate acknowledgement and recognitions of gifts from corporate sponsors and general donors, and confirmation that funding from this program was applied appropriately to the needs being promoted.
- 31. Provides and supports other staff in providing technical assistance to essential charities relating to endowment building, needs assessments, major and planned gift development, strategic planning, investment management & policy-setting, board development, retreat facilitation, and related areas.
- 32. Participates on boards, committees, task forces, and other collaborative community group endeavors to strengthen communication between the Foundation and the communities it serves, continually increase the Foundation’s understanding of regional quality-of-life needs & priorities, facilitate dialogues among various entities in community problem-solving, and encourage community and youth development initiatives that strengthen the climate for sustainable economic development locally and regionally.
- 33. Explores and develops opportunities for collaborating with other community foundations and major funders through the Council on Foundations.
- 34. Performs other duties commensurate with the role of a CEO as required or requested by the Foundation’s Board of Directors.

EQUIPMENT UTILIZED: Working knowledge of computers/basic office equipment

SCHEDULING: Long/irregular hours

PROFESSIONAL AFFILIATIONS (if applicable):

Council on Foundations Member

Northcentral Pennsylvania Estate Planners Council Member

MANAGEMENT MAY REVISE DUTIES/SCHEDULES AT ANY TIME.

CEO _____ **DATE** _____

CHAIR OF THE BOARD _____ **DATE** _____

VICE CHAIR OF THE BOARD _____ **DATE** _____

Approved: _____

Revised: _____