

CohenTaylor

Executive Search Services

Position Profile

On behalf of our client, The Greater Twin Cities United Way,

*CohenTaylor Executive Search Services
is conducting a retained executive search for its*

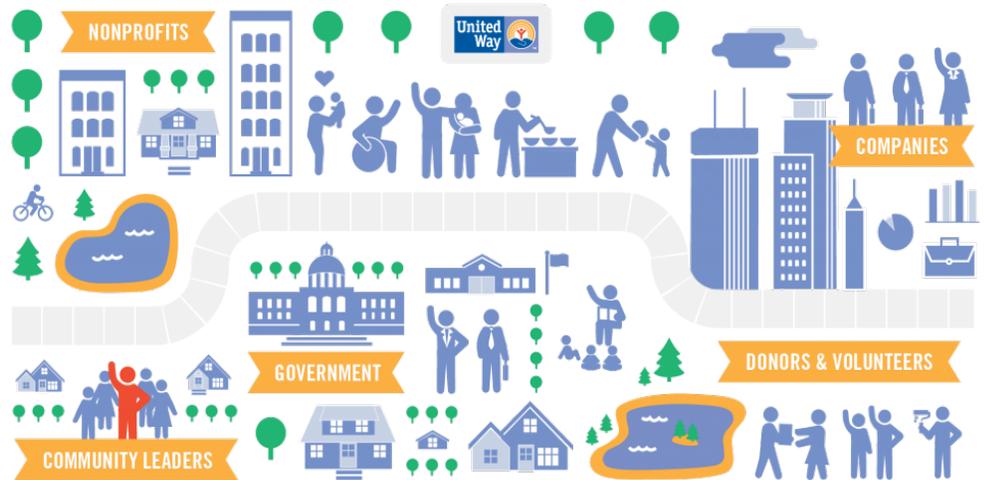
CHIEF EXECUTIVE OFFICER



**Greater Twin Cities
United Way**

GREATER TWIN CITIES UNITED WAY Fast Facts

- The United Way opened its doors in the Twin Cities in 1915
- In 2001, United Way of Minneapolis and United Way of the St. Paul area merged to become Greater Twin Cities United Way (GTCUW)
- Today the GTCUW partners with 160+ [Twin Cities agencies](#), the [Minnesota professional sports teams](#), and [organized labor](#)
- UW has 115 staff and a 50-member Board of Directors
- GTCUW was recognized with the 2016 Best in Business Award from [Minneapolis Chamber of Commerce](#) and meets all membership requirements through [United Way Worldwide](#)
- GTCUW was awarded highest Seal of Approval from [Guidestar.org](#)
- In 2017, GTCUW responded to 200k calls through its 2-1-1 referral hotline and website (available 24/7 in 100+ languages), connecting people to resources, including food, housing and employment
- GTCUW raised \$77M in 2017 to support people living in poverty and engages 77k volunteers per year
- GTCUW's endowment has reached \$54.6M, sustaining its work in the Twin Cities region for years to come



MISSION

Galvanize our community to build pathways toward prosperity and equity for all.

VISION

A united community where all people realize their full potential, regardless of income, race or place.

Imagine a Twin Cities region where all people realize their full potential. Where healthy, affordable and culturally relevant food is available to everyone. Where housing is affordable, safe and stable, and small children have educational tools for lifelong learning. Where all students get the support needed to graduate from high school, access higher education, obtain good jobs and contribute to the community. And, where the potential of our neighbors, workforce and civic body is maximized, resulting in vibrant and thriving communities in which to live, work and play.

This is the critical work of Greater Twin Cities United Way, hundreds of thousands of nonprofit and corporate partners; donors; community leaders; government; volunteers and board members. We won't stop until we become a united community where all people realize their full potential.

PURPOSE

The Greater Twin Cities United Way removes barriers to education, the workforce, housing and food to lift up individuals and entire communities.

VALUES

- Agility
- Transparency
- Equity
- Collaboration

THE ORGANIZATION

The Greater Twin Cities United Way is a highly respected community focused nonprofit supporting hundreds of programs delivered through agency partners in a nine-county service area. Within the national United Way network, the GTCUW is ranked in the top three for size and resources raised, and it is also ranked as Minnesota's largest nongovernmental social services funder. GTCUW collaborates with business, government, and nonprofit organizations to build pathways out of poverty to help children succeed, stabilize families and empower healthy lives. Core areas of focus include Education, Jobs, Safety Net and Learning & Advocacy. GTCUW's 50-member Board of Directors is comprised of community, labor and corporate leaders and operates with a strong executive committee structure.

For more than 100 years, GTCUW has remained committed to making the Twin Cities area a place where all people can reach their full potential and contribute to a stronger community. But for some, there are many unjust barriers. One in four people in the Twin Cities region is experiencing poverty, and people of color and American Indians disproportionately represent people below the poverty line. The GTCUW recognizes that equity is not only a moral and economic imperative in the community, but that it is central to their mission of uniting caring people to build pathways out of poverty.

To help all people reach their full potential, GTCUW:

- Focuses on the root causes of poverty and influence change at the systems level to remove barriers to education, the workforce, housing and food
- Takes a long-term, holistic approach to ending poverty through:
 - Public policy work
 - Grant making
 - The 2-1-1 resource hotline
 - Volunteer engagement
 - Nonprofit leadership support
 - Coalition building
- Stretches the value of a dollar through strategic community investments. For example, GTCUW's investment of \$4.6 million in job training and career pathway programs resulted in a total increase of nearly \$100 million in annual earnings for participants, multiplying the original investment by 20 times
- Helps nonprofits focus on their missions by supplementing their fundraising efforts



GTCUW's New Community Building Approach

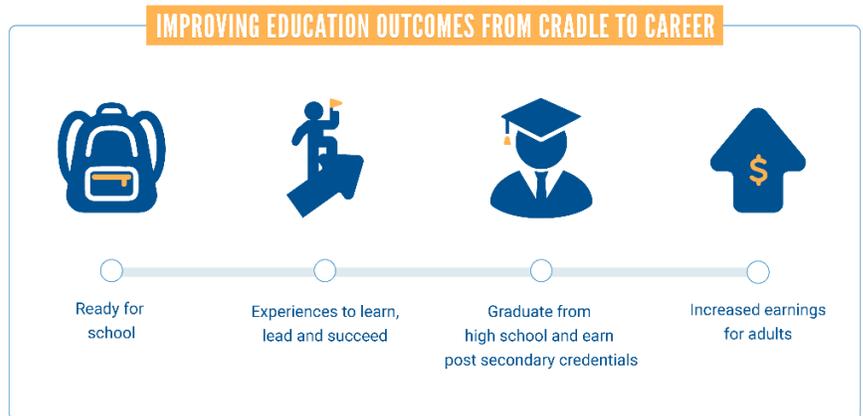
To disrupt the extent that income, race and place contributes to poverty, Greater Twin Cities United Way's new community impact goals include:

- Increasing educational success
- Increasing household stability
- Increasing employment and economic opportunity



Increase Educational Success: GTCUW will support the education of parents, young children, middle-schoolers and high school students by:

- Focusing on early childhood development, including prenatal care and helping children 0 to 5 meet critical developmental goals
- Building social and emotional skills for middle-schoolers through out-of-school-time support
- Engaging both middle-schoolers and high-schoolers through career pathway programs



Increase Household Stability: Greater Twin Cities United Way will help people obtain safe, stable and affordable housing and healthy, affordable and culturally relevant food by:

- Helping people transition to housing from foster care, mental health facilities, hospitals and prisons
- Increasing access to housing for those with mental health challenges, low income, evictions and criminal records
- Providing better access to culturally relevant and healthy food through the emergency food system and by helping local communities grow and sell their own food

Increase Employment and Economic Opportunity: Greater Twin Cities United Way will focus on job training in high-demand fields, job placement and job retention.



THE ROLE

The Greater Twin Cities United Way is currently seeking a dynamic and innovative leader for their next CEO. This is an incredible opportunity to guide the future direction of the GTCUW, alongside a strong and engaged Board. This CEO will support and enhance the Board of Directors' efforts in fulfilling its governance responsibilities, lead in executing the GTCUW 2022 strategic plan, and gather the resources necessary to accomplish the organization's strategic goals.

This leader will provide direction and leadership toward the achievement of the organization's mission, vision and strategic direction - to lead, convene and partner with others to address the root causes of poverty and create lasting community impact. They will build strong relationships with the GTCUW donor community, resulting in commitments of time, money and knowledge to solve the most critical issues in the Twin Cities area. The CEO will play a crucial leadership role in community conversations on poverty and will help convene leaders who can address community needs through public/private relationships, legislation and philanthropy. In addition, this new leader will work closely with the chair of the Board to enable the Board to fulfill its governance function.

This new CEO will act as a catalyst for change, capitalizing on the transformation underway, strengthening partner relationships, and utilizing the positive energy and momentum to propel the organization forward. They will play a key role in developing and mentoring staff, ensuring the correct organizational structure is in place, ensuring staff are working toward consistent outcomes.

The CEO will demonstrate world-class relationship management capabilities with individual donors, institutional donors, corporate partners, volunteers, the nonprofit sector, government, community leaders, Board of Directors and the Greater Twin Cities United Way team; creating a positive impact for all people within our community experiencing poverty.

Reporting Relationships

The GTCUW CEO has 9 direct reports, with a total team of approximately 115 employees. Direct reports include the following:

- VP of Marketing
- VP of Communications
- VP of Individual Donor Relations
- SVP Community Impact
- VP Finance and Information Technology
- SVP Advancement
- SVP Corporate Relationships
- Director of Human Resources
- Sr. Executive Assistant



KEY ACCOUNTABILITES

Strategy

- Leads the organization through the implementation of the current 2022 strategic plan, with a focus on tailoring the delivery of the plan where needed to translate the long-term vision into strategy and actions
- Engages and motivates Board of Directors, management and staff in the development and implementation of plans; evaluate progress and impact
- Seeks new opportunities for service growth, strategic alliances, and business opportunities to support the mission and vision of the organization

Management, Finance & Operations

- Develops managerial and professional leadership structure to assure a high level of staff engagement and ongoing stability throughout the organization
- Motivates, evaluates, and inspires staff by creating a collaborative, transparent and inclusive culture that allows for an open dialogue to address both the challenges and goals facing GTCUW
- Assumes responsibility for the financial health, stability, capacity, and planned growth of the organization

- Creates, monitors, and reports against the annual budget while maintaining sound fiscal processes in conjunction with the Vice President of Finance and Information Technology

Board Relations

- Engages the Board and Executive Committee in shaping the vision for the Greater Twin Cities United Way's future, keeping them fully informed on the condition of the organization
- In conjunction with the Governance Committee, identifies new Board members. Monitors and adopts appropriate changes on governance and bylaws as needed
- Creates links to Donor Relations and Community Impact

Fundraising, Communication and Donor Relations

- With the staff and Board, plans and executes a strategic, long-term sustainable approach to raising financial support from corporate, foundation, strategic partners, and individual sources
- In partnership with the Sr. Vice President of Advancement, cultivates and maintains relationships with corporation, individuals, foundations and others including making appropriate funding asks
- Works closely with the Annual Campaign Chair, the volunteers and the professional staff to ensure that the campaign fundraising goals are achieved
- Assumes internal and external messaging to support the GTCUW brand
- Ensures an effective communication strategy is developed and maintained to promote positive relationships with stakeholder groups

Organizational Leadership

- Promotes a culture of workforce inclusion, professional development, and recognition to enhance employee performance and the pursuit of best practices throughout the organization
- Provides experiential and developmental opportunities for staff at all levels throughout the organization
- Ensures a focus on identifying and attracting top talent and building a strong succession pipeline
- In partnership with the Director of Human Resources, assures staff engagement and performance support well-defined personal and department goals. Maximizes organizational culture and efficiency
- Continues to build a culture of trust and collaboration, breaking down silos and ensuring staff are working collectively toward common goals
- Promotes the public image of GTCUW as appropriate –locally and nationally
- Ensures GTCUW maintains its long and productive relationship with the labor community
- Focuses on promoting an inclusive environment where everyone respects and values the contributions of all people. They come from different backgrounds, experiences, abilities and perspectives to enrich and strengthen the quality of their work and the success of the community
- Lead the communication and relationship with United Way Worldwide

Community Impact

- In partnership with Senior Vice President of Community Impact, provides leadership necessary to achieve community impact for the greater Twin Cities region. Builds credibility in the community as an effective partner with a vision for the future. Seeks opportunities to suggest innovative approaches to addressing problems and opportunities
- Demonstrates a genuine commitment to the fight against poverty and a willingness to take calculated risks in the service of that commitment. Creates a “win-win” outcome for the various parties involved

- Provide leadership around the work in public policy, advocacy and overall systems change.

THE IDEAL CANDIDATE

The ideal CEO will be an inspirational and visionary leader who will actively lead the GTCUW through transformation- strengthening the community and actively cultivating significant donor and partner relationships. As the primary external face of the organization, the CEO will lead with passion and authenticity to promote the vision of the GTCUW to build trust with key external stakeholders and community partner agencies.

The successful candidate will be highly relational, with proven ability to manage and build complex and innovative partnerships. While no one candidate will have all the criteria enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences.

Experience

- Proven experience (preferably 8-10+ years) leading a complex organization in the nonprofit, corporate or government sector where there are multiple and diverse constituencies
- Experience leading an organization through a transformational change-experienced in complex change management
- Experience working with a mission-driven organization, either directly in a leadership role or as an engaged Board member
- Proven complex and comprehensive fundraising experience, including solicitation of major gifts
- Experience reporting to and/or working with a large volunteer Board – appreciation for the role of the Board
- Experience executing a strategic plan and setting long-range policy and program initiatives
- Experience managing a significant annual budget in an environment of scarce resources
- Experience with volunteer engagement- leveraging the efforts of volunteers on behalf of a mission

Leadership Attributes

- Act as a servant leader with a proven ability to mentor, coach and lead staff in diverse roles to achieve results
- Ability to build and re-build collaborative and productive relationships both internally and externally with a wide network of complex constituencies
- Demonstrated commitment to diversity, social justice, equity and fairness and an ability to relate to people from all backgrounds
- An excellent communicator – inspirational, authentic and motivational
- Acts with the highest level of integrity and commitment to organizational goals and objectives.
- An entrepreneurial and skillful decision-maker
- Conceptual, resourceful, and creative problem solver
- Demonstrated ability to approach outcomes innovatively
- Possess an ability to contribute constructively and proactively to a change management process
- Acts with a sense of urgency, yet remains calm under pressure
- Active listener who brings an ability to understand various points of view
- Strong leadership presence-thereby leading with passion, empathy, confidence and enthusiasm

Experience

- Bachelor's degree in Business, Non-Profit Management, Marketing or related
- Master's degree or advanced training preferred in Business, Finance, Non-Profit Management, Marketing or related

For more information or to send your credentials, please email info@cohentaylor.com

ALL INQUIRIES WILL REMAIN CONFIDENTIAL

Equal Opportunity Employer/Protected Veterans/Individuals with Disabilities. The contractor will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.