

Position and Candidate Specification



United Way of King County

Chief Executive Officer

PREPARED BY:

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For more than 125 years, United Way has evolved to meet the needs of the times. Today, the organization is a leading voice in nearly 1,800 communities and more than 40 countries, supporting community-based and community-led solutions that strengthen the cornerstones for a good quality of life: education, financial stability and health. United Way of King County (UWKC) is one of the most exciting agencies within this global community, driving innovation and scale to bring caring people together to give, volunteer, and take action to help people in need and solve our region's toughest challenges.

The greater Seattle area and King County has experienced massive growth and with those changes, a shifting landscape that brings new challenges to the forefront. Fortunately, there are still organizations like United Way with the trust to draw diverse people together, get agreement and get to work. With the support of individual donors, volunteers, businesses, foundations, public funders, and human service agencies, UWKC is positioned to build a community where people have homes, students graduate, and families are financially stable. UWKC focuses on three pillars: Helping Students Graduate, Fighting Homelessness, and Breaking the Cycle of Poverty.

When people join with and contribute to UWKC, they magnify the impact they have with their dollars and their ideals. They help vulnerable individuals and families today and invest in social changes to prevent problems tomorrow. UWKC takes the work of investing donor dollars seriously, while striving to be a trusted partner and leverage the money that is entrusted to the organization each year. Each investment is assessed based on four attributes:

- Effectiveness (real, quantifiable impact)
- Leverage (ability to use UWKC's well-respected place in the nonprofit world)
- Influence (target the core issue and work towards sustainable changes)
- Scale (reach across hundreds and thousands of beneficiaries)

UWKC is an innovative, highly-regarded institution with strong relationships across the public, corporate, and non-profit sectors. External forces are changing how nonprofit organizations interact with their stakeholders, raise funds, and ensure impact in the communities in which they serve. UWKC is enthusiastic about this challenge and, in recent years, has started the transformation to address these challenges. The organization is looking to the future and is excited about bringing in a new leader to continue that journey of transformation.

For more information, visit <http://www.uwkc.org/>.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

In the effort to help students graduate, fighting homelessness, and breaking the cycle of poverty, United Way of King County:

- Provides nearly 600,000 free summer meals at more than 250 sites throughout King County to ease the burden on families who receive free and reduced lunch during the school year;
- Serves 1,300+ families via Parent-Child Home Programs that support early child learning, leading to a 30 percentage point increase in the likelihood that a child will graduate high school;

- Provides alternative methods and support for 8,600+ disconnected youth to complete their education and work towards a high school diploma or a college degree;
- Delivers free tax help and support in submitting 23,000+ tax returns culminating in \$32M in tax refunds;
- Serves 4,000 students through Benefits Hubs, which provides financial coaching, financial aid support, and food pantry access, eliminating obstacles on the way to graduation from postsecondary education;
- Connected 3,700+ of the 12,000+ people experiencing homelessness in King County to employment or more stable living environments;
- Employs 100+ full time staff members and 50+ AmeriCorps members;
- Executes all of the above with just under a \$20M operating budget while maintaining a solid track record of financial sustainability, including the annual distribution of \$45M to the community and a pass-through rate of 95% of every dollar donated going to community needs (overhead is partially supported by a Gates Foundation endowment).

United Way of King County seeks a dynamic, visionary leader as its next Chief Executive Officer (CEO). They will shape the organization's long-term strategy, nurture relationships with key stakeholders and funders, and empower and innovate alongside a diverse leadership team. The CEO will provide a clear and actionable vision for the organization both internally and externally. They will position UWKC as a thought leader and convener of resources to drive innovative initiatives across education, homelessness, and breaking the cycle of poverty, while using a racial equity lens to discuss and evaluate the organization's work. In close partnership with the UWKC Board of Directors, the greater UWKC volunteer and donor community, and the senior leadership team, the CEO is expected to build upon the organization's success, while addressing a rapidly changing nonprofit environment and fulfilling all financial and operational objectives. The CEO should be an inspirational voice and ambitious in his or her desire to build relationships and drive engagement in UWKC's work across the greater Seattle area.

The position will be based at the headquarters in Seattle, Washington.

KEY RESPONSIBILITIES

- Provide vision and lead the process of defining, iterating, and executing the organization's long-term strategy for growth and impact, including revenue generation, programmatic initiatives, grantmaking and building an institution set up for long-term success.
- Engage with and cultivate a trusted relationship with funders, volunteers, partners, agencies and other stakeholders, including the change management and communications efforts required to maintain excellent relationships with internal and external stakeholders, especially as UWKC addresses a changing funding model and shifting human services challenges within the greater Seattle area.
- Possess executive presence, inspire confidence and gravitas enabling access to UWKC's largest donors.
- Be a trusted leader on diversity and inclusion-related issues, programs, and trends. Set clear expectations and work across the organization to attract and engage the increasingly diverse team UWKC needs to achieve its mission. Bring a racial equity lens to UWKC's work in education and the effort to eradicate poverty and homelessness.
- Oversee the overall grantmaking activities of UWKC consistent with the organization's three pillars of focus: Helping Students Graduate, Fighting Homelessness, and Breaking the Cycle of Poverty.
- Be a dynamic inspirational leader of the entire UWKC team. Attract, build, inspire, and retain a highly driven, diverse, and passionate staff. Create opportunities for existing employees to develop their skills and recruit new talent where appropriate.
- Engender a learning culture that is excited to innovate and build a collaborative environment that allows the UWKC team to drive impact across the greater Seattle area.
- Embody the UWKC mission with a passionate and warm voice. Speak eloquently about UWKC's unique position across the public, private, and the nonprofit sectors to build consensus and have an impact at scale.
- Lead UWKC in achieving its mission and goals in a financially sustainable manner and maintain its place as a trusted steward of donors' resources. Partner with senior leaders to optimize the operational effectiveness of the organization, including:
 - Oversight and management of the organization's business operations;

- Align the organizational structure to meet strategic needs, and ensure the right talent is in place to build, lead, and mentor a thriving leadership team that instills an energizing culture;
 - Foster clear accountability with goals and metrics to measure progress.
- Work effectively, transparently, and collaboratively with the Board of Directors to ensure wise governance, alignment on key decisions and strategic direction, and properly calibrated expectations about financial and operating results.

DESIRED OUTCOMES

- As part of an established three-year, rolling strategic planning process and in collaboration with the UWKC Board, build the next strategic plan for UWKC to continue the transformation of the organization;
- Meet and exceed funding goals while also completing the transition of fundraising models to those with most sustainable growth;
- Accelerate innovation in infrastructure and technology to better support program and fundraising efforts;
- Stronger collaboration between and across functions at all levels;
- A shift in the culture and mindset towards more experimentation and risk-taking.

The Chief Executive Officer will be a deeply passionate and strategic leader with a genuine connection to the United Way's mission, a demonstrated passion for its work, and a track record of leadership and relationship-building across sectors and with internal and external stakeholders. In a time of unprecedented growth and change in greater King County, this leader should be bold and visionary yet adaptable and strategic in building on UWKC's past successes. They will bring the experience, community connection, business acumen, and leadership capabilities required to guide the organization through its next phase of growth and evolution.

IDEAL EXPERIENCE

Relevant leadership experience

Significant leadership experience in a mission-oriented organization requiring management of complex relationships and partnerships across public, private, and social sectors. This individual has a background in stakeholder management, development, and/or general management at a C-level capacity. Individuals without direct non-profit management experience but with other relevant qualifications will be selectively considered.

Volunteer and stakeholder engagement

Experience and success in developing and nurturing relationships with a multitude of stakeholders (volunteers, donors, partners, staff, and others), sometimes with competing priorities. Track record of unifying, managing and influencing diverse stakeholders. Demonstrated ability to build strong influence in the private sector at very senior levels.

Innovation and growth mindset

An innovative, visionary spirit with demonstrated success leading an enterprise/organization/division at scale through a rapidly changing external environment. Experience developing new revenue models and leveraging technology for fundraising, community outreach and program development highly desired.

Fundraising experience

Significant experience elevating the profile of an organization, raising funds, and attracting a strong volunteer base which will further build the organization's profile within their own networks. Individuals with related or relevant related experience will also be considered.

Team leadership

Seasoned experience leading and managing a team of significant size, scale and complexity; proven ability to develop, retain, and mentor quality internal leadership and recruit and attract external talent to build diverse, high-performing professional teams. Strong ability to develop a collaborative, listening culture. Demonstrated experience in building a philanthropic culture a plus.

Passion, commitment, and understanding of the mission

Mission-driven experience or a demonstrated passion related to United Way's program areas (education, homelessness, and breaking the cycle of poverty), whether through volunteerism, personal or professional

experience, board service or in an executive capacity. The CEO should promote an environment of diversity and inclusion.

Business and financial acumen

Demonstrated experience overseeing grantmaking and programmatic work across the organization's three pillars: Helping Students Graduate, Fighting Homelessness, and Breaking the Cycle of Poverty; individuals with related or relevant experience will also be considered. Proven fiscal management and responsibility to properly oversee the organization's budget and build trust in the organization's ability to act as a reliable steward of its finances. Proven business acumen with expected scale of \$20M+ operating budget.

CRITICAL LEADERSHIP CAPABILITIES

Leading Change

- Creates change leaders; involves key influencers in the design and implementation of the change initiative.
- Identifies changes consistent with the strategy, laser-focused on implementation and gains buy-in with individual, customized influence efforts.
- Adapts change plans/influence strategies to the realities and constraints of the organization, targeting the most influential people regardless of formal role, and engaging people in a reasoned way.
- Establishes processes or practices to encourage and reinforce innovation and change thinking.

Driving Results

- Acts to surpass goals, seizing opportunities to push the envelope.
- Sets continually higher goals that are ambitious but realistic for self and team and geared to organizational objectives.
- Builds systems and metrics to drive accountability within the organization and as it relates to measuring program success.
- Focuses on new business opportunities that enable business development targets to be exceeded.

Collaborating and Influencing

- Facilitates discussions to enable people to collaborate with each other independently; promotes collaboration across multiple parties that leads to better informed decision-making.
- Develops explicit understanding of which relationships are most important to the organization and its stakeholders, builds a network prioritizing these relationships.
- Identifies and meets with key players and stakeholders to help them shape a consensus collectively and engages in a dialogue to reach a final conclusion together, compromising for results.

Leads and Acts with Integrity & Leverages a Racial Equity Lens

- Demonstrates integrity and sets an example for – and expects it of – all others in the organization.
- Displays a broad sense of racial equity and demonstrates commitment to racial equity work internally within the organization and as it relates to the core program pillars of homelessness, poverty, and higher graduation rates.