



## **President and Chief Executive Officer**

Our National Parks are living examples of the best America has to offer - our magnificent natural landscapes and a network of nearly 400 natural, cultural and recreational sites across the nation. The American system of national parks was the first of its kind in the world, and provides a model for other nations who want to establish their own protected areas. Parks provide recreational experiences, opportunities to learn and grow, and places of quiet refuge.

For more than 100 years, private philanthropy has helped to improve, preserve, and protect America's National Parks. For more than forty years, and without federal appropriations, the National Park Foundation (NPF) – chartered by Congress as the only national charitable partner of America's National Parks – has sustained this legacy of private philanthropy. The mission of the 35 dedicated employees of the National Park Foundation is to strengthen the connection between the American people and their National Parks by raising private funds, making strategic grants, creating innovative partnerships and increasing public awareness. With a \$7 million unrestricted operating budget and more than \$60 million in total net assets, the Foundation supports the national park system through partnerships and direct grantmaking as well as providing a fiduciary “accept and administer” function for what approximates donor-directed support. Current bylaws provide for total of 24 Board members, inclusive of the Secretary of the Interior and the Director of the National Park Service who serve *ex officio*.

The position of President and Chief Executive Officer is the paid executive appointed by the Board. Implementation of the policies of the Board and the overall conduct of day-to-day activities of the Foundation are the bylaw-stated responsibilities. We view that as a necessary but not adequate description of the president and CEO. The candidate must have a deep understanding of a) the charitable marketplace across individuals, corporations, and institutions, b) the National Park Service and Department of the Interior bureaucracy, c) a volunteer national Board, whose members are appointed by the Secretary of the Interior, d) grantmaking, and e) multi-party relationships. The candidate, additionally, will be expected to come with existing relationships with current or likely donors and other partners.

### **Our Expectations for Your First Year**

As the President and CEO, you will report to the Board of Directors and, as such, you will be expected to engage regularly with and be engaged readily by any and all Directors. You will be expected to learn quickly the programs, development strategy, and organizational design of the Foundation and to evaluate the



effectiveness and appropriateness of each within current environment (internal and external). You will be expected to identify and implement several short-term tactics to replace events championed by the current honorary chair. Further, you will be expected to complete the launch of an eight to ten year \$500 million+ comprehensive fundraising campaign. During the first year and in the context of a comprehensive campaign, you will be expected to build on the framework in place for the First Bloom initiative and the programming and fundraising leading to the fall 2009 broadcast of *America's Best Idea*, a Ken Burns production for the public broadcasting system.

We expect you to maintain/strengthen the relationships with primary NPF non-Board partners: philanthropic donors, cause-marketing partners, key National Park Service contacts (appointees and civil servants). Although there is a development staff in place to support you, you will be the chief fundraiser.

By August 2009, you will present a comprehensive 5 year business plan to the Board that addresses key questions such as a) appropriate degree of active grantmaking, b) pros, cons, and capacity for broader "accept and administer" activities, c) identification of and strategies for besting competitors/detractors, d) whether the "traditional" charitable giving breakdown by type is appropriate for the Foundation, etc.

### **Key Responsibilities:**

- Understand our mission and our recent business transformation: Being the only national charitable partner for a federal agency that is, itself, evolving in its appreciation of philanthropy has inherent and unique complexities and responsibilities. You are expected to be the lead thinker and spokesperson for navigating them.
- Understand the key stakeholders: As both a fundraising and grantmaking organization, NPF works with several tiers of stakeholders and stakeholder priorities, some of which can be driven as much by the political and bureaucratic issues of our DOI/NPS partners than by the private support potentially available to the national park system.
- Grow the real resources the Foundation provides to the national park system: You are expected continuously to uncover new funding opportunities and needs as you work closely with the Board, senior development and marketing staff, and our NPS Partnership Office.
- Continuously improve our internal operations: Our recent transformation and accelerating real growth demands even greater operational order and



predictability. We want to continue to our culture of entrepreneurial spirit, while strengthening our processes and accountability.

### **Experience, Skills, and Attributes of the Successful Candidate:**

The successful President and Chief Executive Officer will demonstrate the following experience, skills and attributes:

#### **Experience:**

- Minimum of 10 years proven experience in executive leadership in national or international organization(s) with at least \$30 million in annual support. Combination of private and charitable sectors preferred.
- Prior Board experience (i.e., you were a Board member) helpful; significant experience in working with Boards or Committees within them essential.
- Demonstrated success in managing and maintaining a high performance team of employees; successful 360° relationships both within and external to an organization will be an advantage.
- Ability to travel up to 25% and work non-traditional hours with the schedule driven by fundraising, governance, and program needs.

#### **Skills:**

- Outstanding communicator. We require creative and articulate presentation skills. Listening skills are just as important as speaking skills.
- Proven fundraiser
- Relationship builder
- Collaborative problem solver

#### **Attributes:**

- Big Dreamer and Big Doer: America's national parks were and continue to be built because of someone or some group's big dream. We need you to show that you have big dreams for how NPF can continue to fund and then implement its mission. You share a clear vision for the future yet know how to build from the ground up.
- Chief Champion for the mission: you understand the big picture, know what is important to donors and what best serves the mission.
- Collegial: you share information and you work cooperatively at all levels. You give respect; you earn yours. You expertly navigate through challenges



with a sense of fortitude, bringing out the best in others as you build trust and buy-in from both colleagues and donors alike.

- Gravitas, persuasive and credible: colleagues respect you for your knowledge and your ability to communicate in a clear and defined manner. You are sensible, sensitive to the needs and goals of others, realistic, and matter-of-fact. You are known for your leadership, poise, and diplomacy.
- Flexible: you easily reprioritize to seize opportunities, yet remain resolutely focused on long term priorities.

### **Employee Benefits:**

National Park Foundation offers a competitive benefits package that includes: medical, dental and vision insurance; 403(b); disability; optional medical and dependent care flexible spending accounts; optional retirement savings plan; competitive paid time off.