POSITION DESCRIPTION

CHIEF PHILANTHROPY OFFICER

OCTOBER 2018
POSITION DESCRIPTION

POSITION Chief Philanthropy Officer

ORGANIZATION National Park Foundation

REPORTS TO Dieter Fenkart-Froeschl | Chief Operating Officer (direct reporting relationship)

and

Will Shafroth | President and Chief Executive Officer (dotted-line reporting relationship)

LOCATION Washington, D.C.

WEBSITES nationalparks.org

Our national parks tell America’s story. Encompassing the diversity of America – our geography, our lands, our culture, and our people – they embody the essence of a nation forged by the powerful forces of nature, the chronicles of conflict, a spirit of innovation, and an enduring vision of democracy for all. They document our nation’s milestones and hold them in perpetuity for the enjoyment and enlightenment of generations to come. In addition to preserving majestic landscapes and wilderness such as Yellowstone, Grand Canyon, and the Everglades, they commemorate events that have shaped our nation’s history, from Bunker Hill and Gettysburg and Pearl Harbor, to more recent events such as the Flight 93 National Memorial.

Our national parks and monuments also celebrate the diversity of the American people and pay tribute to the struggles for justice and equality that many have faced. The parks tell these stories through places called Manzanar, Little Rock Central High School, and the Stonewall Inn. And they honor well-recognized individuals, such as Washington, Jefferson, and Lincoln, but also those who have led the way in more modern times: Martin Luther King, Jr., César E. Chávez, Rosie the Riveter, George Pullman, and the Freedom Riders of the 1960s.

Unmatched as learning environments and living laboratories, national parks offer Americans the opportunity to experience nature, history, and culture; to learn about the environment; and to engage with each other in the great outdoors. Parks are also increasingly accessible, as most Americans live within 100 miles of a national park. Parks
are in our backyards and across the nation. While most Americans are familiar with the iconic images and wide expanses of our large landscape parks, more than 70 of our national parks are in urban areas.

NATIONAL PARK FOUNDATION OVERVIEW

The National Park Foundation (NPF), the official charitable partner of the National Park Service (NPS), enriches America’s national parks and programs through the support of private citizens, park lovers, stewards of nature, history enthusiasts, and wilderness adventurers. Chartered by Congress in 1967, the Foundation grew out of a legacy of park protection that began over a century ago, when ordinary citizens took action to establish and protect our national parks.

Today, NPF carries on that tradition as the only national charitable nonprofit whose mission is to directly support America’s national parks by protecting them through critical conservation and preservation efforts and connecting all Americans with these special places and inspiring lifelong engagement of the next generation of park stewards. The Foundation fulfills this mission by aligning closely with NPS and with countless affiliated local park friends and nonprofit groups. Working together, NPF is committed to making and leveraging investments to protect, preserve, and restore the natural, cultural, and historic resources stewarded by NPS. The Foundation also focuses on greater public awareness of national parks, communicating relevancy of parks, and inspiring deeper public engagement with them.

PROTECT AND CONNECT

NPF has identified the following areas of strategic focus to maximize its future impact:

Protecting America’s Special Places

NPF is dedicated to enhancing, preserving, and restoring parks and cultural and historic places. The Foundation wants to thoughtfully and effectively support NPS’ dual mission of providing facilities and services for visitor enjoyment, while also protecting the natural resources of parks for future generations. NPF has laid out four goals to help accomplish this objective:

Golden Gate National Recreation Area

NATIONAL PARK SERVICE

The National Park Service manages more than 415 national parks in all 50 states and U.S. territories ranging from American Samoa to Puerto Rico. Altogether they span 84 million acres of spectacular scenery, historic landmarks, and cultural treasures. They include 43,000 miles of shoreline, 17,000 miles of trails, and 27,000 historic and prehistoric structures, along with over 100 million museum artifacts. They include battlefields, wild rivers, scenic trails, seashores, monuments, and memorials. Parks are visited annually by more than 330 million visitors and create nearly $36 billion in economic output for local and national economies.
Improve mission critical resources to meet increasing visitor needs for NPS’s next century of park management and stewardship.

Preserve and restore natural and cultural resources of the park system to increase resilience over time.

Ensure that new units of the national park system have safe, welcoming, and accessible facilities that are capable of interpreting unique stories to produce a world-class visitor experience.

Manage parks in the context of larger landscapes and nearby communities.

Recent Protect grants are supporting national park units such as the Iwo Jima Memorial, Antelope Flats, and Pullman National Monument. Park wildlife benefits from these grants as well, such as habitat protection for the cutthroat trout in Yellowstone, bison at Badlands National Park, and California Condors at Pinnacles National Park. The Foundation is also supporting significant preservation projects for historic structures such as a new elevator in the Washington Monument, a new roof for the train depot at Grand Canyon National Park, and repair of the Palmer House in Great Smoky Mountains National Park.

Connecting People to Parks and Engaging Park Enthusiasts

NPF invites the American people to personally experience the awe and wonder of national parks. Parks tell diverse and fascinating stories, and these treasures belong to us, as well as to future generations. The Foundation has identified two goals in these categories:

- Inspire people of all backgrounds to visit parks and care about the stories and places that shape the lives of current and future generations.

- Develop a continuum of engagement that supports lifelong connections between people and parks.

Stronger parks mean stronger communities. Recent Connect grants have provided transportation funding and in-park experiences to open the outdoors for more than a half-million young people. Grants have also supported diverse teams of citizens, including youth, women, and veteran work crews who learn about national parks by restoring trails at such places as Sequoia National Park, Mount Rainier National Park, Saguaro National Park, and Glacier National Park.

Through these programs, NPF has also provided critical investments to over 200 nonprofit friends groups to increase their overall capacity to support their local parks such as Grand Teton National Park Foundation, Golden Gate National Parks Conservancy, and Friends of Acadia National Park.
CONTEXT FOR RECRUITMENT AND POSITION SUMMARY –
CHIEF PHILANTHROPY OFFICER

Our national parks belong to all Americans. It is essential that we preserve and steward these national treasures for future generations. The National Park System is a tapestry of commemoration, contemplation, and inspiration – a place for all to discover the past, present, and future that binds us together.

In the face of budgetary restraints, aging infrastructure, the need to improve visitor experience, and the increasing wear-and-tear resulting from millions of annual visitors, philanthropic support for our national parks is vital. Protecting and defending national parks demands our immediate attention. In addition to preserving national park landscapes, support is required for National Park Service programs beyond park boundaries that provide vital help to communities big and small. Operating in nearly every county in America, these essential programs save historic structures, preserve outdoor spaces, honor local history, and bring needed trails and recreation space to urban centers. To ensure that the national parks remain relevant and welcoming to Americans from all walks of life, we must explore ways to attract greater numbers of young people, multicultural audiences, and urban residents to our national parks, as well as to encourage families to experience our parks as part of an active, outdoor lifestyle that promotes good health.

The National Park Service is funded by an annual congressional appropriation, which totaled approximately $3.5 billion for FY2018. This appropriation must fund the operation of the more than 400 national parks, the salaries of more than 20,000 year-round employees and thousands of seasonal workers, in addition to advancing the mission and building awareness for the 2,400 National Historic Landmarks and more than 88,000 properties in the National Register of Historic Places. Currently, congressional appropriations do not fully address an estimated $11.9 billion in deferred maintenance that has steadily accrued over time. Additionally, the federal budget offers limited support of educational programs, restoration of habitats, and protection of wildlife.

Strong financial support from the private sector is essential if we are to protect and preserve our national treasures, develop new programs, and increase the overall margin of excellence of the resources and services we provide to enhance the visitor experience for all Americans. Preserving our majestic national parks and expanding Americans’ connection to them requires continued strategic investment through private philanthropy. In the past five years alone, over $500 million has been raised by the National Park Foundation through The Centennial Campaign for America’s National Parks, the largest-ever comprehensive fundraising campaign for the National Park System. These funds are strategically being reinvested back into the parks to support a myriad of preservation, conservation, scientific, and educational projects.
As the National Park System begins its second century, NPF sees the potential to raise more private philanthropic support in the years ahead. The Foundation is expanding its partnerships with national and local corporations and foundations and individual park Friends groups to significantly leverage public and private support for our national parks nationwide with this goal in mind. NPF currently has a total annual revenue target of $100 million, with a goal to grow that even further in the next few years. Since 2013, the Foundation’s annual contributed revenue has grown from $20.5 million to an average of nearly $118 million from FY2015 to FY2017, including a high of $158 million raised in FY2016. On an annual basis, the Foundation provides roughly $70 to $75 million in grants and programmatic support to NPS and its partners.

Amid an eminently favorable organizational backdrop replete with an inspiring mission, ubiquitous brand affiliation, an ascendant track record of success, and forward-thinking, ambitious strategies for the future, NPF seeks candidates for the role of Chief Philanthropy Officer. S/he will serve as the lead executive responsible for maintaining and growing the Foundation’s base of individual and institutional support, while building a sustainable major and principal gifts-focused fundraising culture that is seamlessly integrated into the organization’s programmatic and external relations initiatives. Reporting to the Chief Operating Officer, with a dotted-line reporting relationship and unfettered access to the President and Chief Executive Officer, the Chief Philanthropy Officer will oversee a Philanthropy team of approximately 38 individuals, including six Vice Presidents who are direct reports and responsible for the following functional areas: Major Gifts, Principal Gifts, Foundation Relations, Corporate Partnerships, Planned and Annual Giving, and Strategic Services. The Chief Philanthropy Officer will collaborate with impactful and highly networked administrative, programmatic, and board leadership, who have established themselves as strong non-partisan partners to NPS and the Department of the Interior (the federal agency which oversees NPS). The Chief Philanthropy Officer will develop, implement, and lead all future fundraising campaigns.

The Chief Philanthropy Officer will be a student of modern philanthropy who has deep experience in applying industry best practices and driving data-informed, metrics-based major gifts fundraising, as well as a demonstrable passion for personally building and sustaining long-term, high-level donor relationships. S/he must be adept in strategic leadership, management oversight, frontline fundraising execution, leveraging and strategically deploying senior colleagues and volunteer leaders to optimize giving, and agile in effectively toggling between these areas. S/he must be able to strategically integrate the Philanthropy program with marketing, communications, and programmatic initiatives, partnering closely with colleagues in External Affairs and Programs and Partnerships. The Chief Philanthropy Officer will also work closely with colleagues in Finance and Administration.

**SPECIFIC RESPONSIBILITIES**

*Leadership and Strategy*

- Serve as a key member of NPF’s senior leadership team, contributing to overall organizational strategies and representing the priorities of the functions related to philanthropy. Participate in promoting an organizational culture that values long-term strategic thinking, creativity/innovation, collaboration, and high performance.
Collaborate with NPF’s senior leadership, Board of Directors, National Council, and members of the Philanthropy team to identify and refine giving priorities.

Establish and execute annual and multi-year plans for the Philanthropy program in partnership with NPF’s senior leadership, Board of Directors, and National Council. Develop and execute strategies that will significantly increase philanthropic support from individuals, foundations, and corporations. Evaluate progress in achieving financial and management objectives. Identify and align on a set of key metrics to evaluate success; monitor progress to goals; and respond to feedback to improve results.

Ensure that sound processes and data-informed decision-making guide the work of the Philanthropy program, incorporating industry best practices and an ethos of continuous improvement.

In strategic partnership with the President and Chief Executive Officer, Chief Operating Officer, and Chief of Staff, identify potential members for the Board of Directors and National Council, create stewardship and engagement opportunities for members, educate members about their role in advancing a culture of philanthropy, cultivate and solicit members’ financial support, and leverage their respective networks to expand the donor base.

**Prospect Development, Donor Relations, and Stewardship**

In collaboration with the Philanthropy team vice presidents, lead and oversee donor cultivation and solicitation opportunities that involve NPF’s senior leadership, Board of Directors, National Council, other high-level volunteer leaders, as well as NPS leaders. Manage connections between prospective and current donors and these leaders. Ensure the preparation of strategic communications, reports, briefings, and other materials as necessary. Exercise sound judgment and efficiently communicate prospect strategies when involving NPF, NPS, or volunteer leaders. Serve as the catalyst in strengthening a culture of philanthropy intended to permeate all areas of NPF and NPS.

Manage a personal portfolio of NPF’s highest-level/most-promising principal gift prospects and donors, including both individual and institutional sources, moving them through the stages of cultivation, solicitation, and stewardship.

Ensure ongoing discovery of new major and principal gift prospects, as well as examination of existing donors that may have greater capacity. Significantly increase individual, foundation, and corporate prospects to build an ever-expanding pipeline of major gift donors. Maintain current knowledge of important developments across regional and national funding environments as they relate to NPF, its programs, and giving priorities.

Cultivate strong, cooperative working partnerships with all philanthropic sectors and exhibit the presence and stature to engage the highest levels of leadership with these individuals and organizations.

Communicate, both verbally and through written materials, photographs, and videos, a strong case for support that resonates with the passion and interests of NPF prospects and donors.
In collaboration with the External Affairs team, develop effective, inspirational, and powerful marketing and communications in support of philanthropic objectives. Ensure integrated, consistent strategies for public-facing initiatives.

Ensure high-quality, individualized, and meaningful stewardship of donors, coordinating with colleagues throughout NPF, NPS, and/or personally stewarding principal gift donors as needed. Recognition and stewardship programs should enable donors to understand and appreciate the impact of their gifts.

**Team Management and Development**

- Oversee the hiring, management, mentoring, training, and evaluation of an experienced, talented, and highly professional Philanthropy team. Set appropriate annual goals and monitor progress on a regular basis to maximize staff performance across all areas of the Philanthropy team, ensuring the utilization of appropriate metrics on a team and individual basis to ensure accountability and results. Serve as a motivating leader and team-builder.

- Ensure the optimization of processes, systems, and infrastructure essential for the successful conduct of Philanthropy programs, including the appropriate integration of technologies that can streamline operational processes and/or engage new audiences of potential donors.

**Other**

- Prepare regular reports regarding Philanthropy program activities and progress to the senior leadership team, Board of Directors, National Council, and as appropriate, for broader distribution across NPF and NPS.

- Ensure sound fiscal management and efficient allocation of resources.

- Analyze Philanthropy program activities and benchmark with peer institutions to ensure NPF is on track and employing best practices.

- Travel 30 percent or more of the time to support NPF priorities, including donor cultivation and solicitation and strategic communications, representing NPF in many external relations areas and supporting the interests of the Board of Directors.

**REQUIRED QUALIFICATIONS AND EXPERIENCE**

- Bachelor’s degree required; advanced degree and/or record of continuing professional development preferred.

- Minimum of 15 years of experience in progressively responsible development leadership positions, which includes work in all functional areas of development (individual giving, institutional giving, planned giving, stewardship, board relations) and leadership of a major fundraising campaign (planning, implementation, management, and successful conclusion). Experience working in a large, complex, national-scale nonprofit enterprise and/or governmental or quasi-governmental agency is strongly preferred.

- Demonstrated ability to strategically move individuals and institutions across the spectrum of prospect development. A history of securing six and seven-figure gifts or more, including cultivation through solicitation and stewardship, as well as experience working with annual giving strategies for grooming the
next generation of annual leadership and major gift donors. Success in securing gifts from both defined and undefined constituencies.

- Experience identifying, nurturing, and motivating board members and other volunteer leaders, and a sophisticated understanding of their role in building an effective philanthropic network.

- Demonstrated ability to provide management oversight, leadership, and direction with at least eight years of significant supervisory experience, including creating and managing a budget. A strong record of recruiting and developing talented individuals, and of inspiring a culture of continuous improvement in order to increase the effectiveness of a development program and staff through established objectives and performance standards.

- Strength in developing the case for support and strategic, complex, and innovative fundraising plans, and executing against those plans to achieve goals and objectives. Experience working directly with the most senior levels of an organization is very important, as is the ability to effectively strategize with and engage various groups and constituents. Demonstrated ability to translate concepts into multi-stakeholder initiatives.

- Proven ability to develop, balance, and coordinate donor bases on a national scale.

- Demonstrated ability in planning and executing strategic communications to complement philanthropic initiatives and achieve goals. Ability to craft compelling narratives for external audiences. Experience identifying and coaching project spokespeople. A functional understanding of how to effectively leverage various communication mediums and distribution channels to support philanthropic initiatives.

- Highly developed skills in organizational efficiency and project leadership, including demonstrated accomplishments while working with cross-functional teams. Skill at goal setting and measuring success, and agility in addressing alternate program directions to meet goals when necessary.

- The ability to extract and analyze data to make effective, efficient decisions about prospect/constituency engagement strategy and process.

**ADDITIONAL PERSONAL QUALITIES AND COMPETENCIES**

- Genuine enthusiasm for and commitment to the complementary missions of the National Park Foundation and National Park Service.

- Values-driven, self-confident, self-aware, and committed to personal and professional development. Must elevate institutional goals and values beyond personal gain, recognizing when collaboration or complementing oneself with others is in the best interest of achieving desired outcomes.

- Unimpeachable integrity and trustworthiness; mature judgment in handling sensitive and confidential information.
A penchant for diplomacy and the ability to work collaboratively with colleagues across system service lines and strategic priorities, while demonstrating respect for differences and cultural sensitivity. Must be a team builder who embraces the ethos of servant leadership who is also comfortable with leading change and inspiring the achievement of goals.

Exemplary attention to detail and organizational skills, with the ability to effectively implement and complete projects on a timely basis and to manage multiple priorities. A self-starter who is intellectually curious and possesses a sense of urgency, clear set of priorities, strong work ethic, a flexible and adaptable style, and the ability to adeptly navigate a complex, high-expectation environment. Must be highly analytical.

Creativity and an entrepreneurial spirit; a willingness to try new ideas and think “outside of the box,” while motivating others to do the same.

Exhibits a polished, professional demeanor. Excellent written, verbal, and public speaking skills, including the presence and ability to interact and influence at all levels of an organization. A communication style that is open, cordial, and persuasive.

A bias for optimism and creativity, a good sense of humor, and a high energy level.

The National Park Foundation is an Equal Opportunity Employer and is committed to sustaining a diverse and inclusive work community. Candidates of all backgrounds are encouraged to apply.
APPENDIX

LEADERSHIP

WILL SHAFFROTH | PRESIDENT AND CHIEF EXECUTIVE OFFICER

As President and Chief Executive Officer, Will Shafroth oversees the National Park Foundation’s work, including its operations, philanthropic support through individual and foundation giving, corporate partnerships, and its fundraising for the Centennial Campaign for America’s National Parks. Shafroth leads the organization’s efforts toward the success of its mission to enrich America’s national parks and programs by providing a measure of excellence made possible through private support.

The entirety of Shafroth’s career stems from a deeply personal commitment to preserving America’s public and private lands. He has more than three decades of experience working to advance conservation and outdoor recreation.

In September 2013, Shafroth launched Red Sheep Consulting to support strategic philanthropy, aiding nonprofit leaders in achieving their goals, and assisting conservation groups in navigating the complexities of Washington, D.C. Clients included the National Fish and Wildlife Foundation, America’s Conservation PAC, the Gates Family Foundation, and the Chesapeake Conservancy, among many others.

Prior to establishing Red Sheep Consulting, Shafroth served as counselor to the secretary of the Department of the Interior, Ken Salazar. In that role, he was responsible for developing and executing a 21st-century conservation and recreation agenda for America’s land, water, and wildlife. His leadership on President Obama’s America’s Great Outdoors initiative focused significantly on reconnecting people to the outdoors.

Shafroth also served as principal deputy assistant secretary for Fish and Wildlife and Parks at the Department of the Interior. In that role, Shafroth worked closely with the National Park Service on a broad range of budget, policy, and program initiatives, represented Secretary Salazar on the board of the National Park Foundation, and served as acting commissioner of the National Parks of New York Harbor.

Prior to his work at Interior, Shafroth served as executive director of the Great Outdoors Colorado Trust Fund and the Colorado Conservation Trust and as chairman of the Land Trust Alliance and Resources Legacy Fund.

Shafroth received a master of public administration degree from Harvard University’s John F. Kennedy School of Government in 1991 and a Bachelor of Arts degree in political science and environmental studies from the University of California at Santa Barbara in 1980.

A fourth generation Coloradan, Shafroth enjoys biking, hiking, fishing, and canoeing, and plays competitive tennis and platform tennis. He is married and has three children.
DIETER FENKART-FROESCHL | CHIEF OPERATING OFFICER

As Chief Operating Officer, Dieter Fenkart-Froeschl serves as advisor and deputy to the President and Chief Executive Officer by effectively communicating and implementing the vision and goals as outlined by the Chief Executive Officer and the Board of Directors.

Fenkart plays an important role in the execution of the Foundation’s strategic business plan, all while working in collaboration with the National Park Service to ensure coordination and effective communication in support of mutual goals and programmatic objectives.

Fenkart’s other key responsibilities include developing, strengthening, coordinating, and streamlining the Foundation’s operations, as to support the ongoing expansion of its reach and influence with respect to making a significant and lasting impact for our national parks.

Prior to joining the organization, Fenkart served as Chief Operating Officer at the San Diego Museum of Art, a position he took on in October 2013. In this capacity, he oversaw all Marketing, Development, Finance, Operations, Earned Income, and Technology initiatives of the Museum.

Fenkart previously worked at the American Museum of Natural History in New York where he first served as Director in the Operations division and then as Senior Director of Institutional Advancement where, among other things, he played an active role in planning and developing the Museum’s $1 billion campaign, assessing new revenue and cost-efficiency opportunities, and working on the world’s largest risk assessment for scientific collections.

Prior to joining the American Museum of Natural History, Fenkart co-founded the Center for Park Management, a division within the National Parks Conservation Association. And prior to the National Parks Conservation Association, Fenkart worked in corporate finance for Bank Austria Creditanstalt in Greenwich, CT.

Fenkart received a master’s in business administration from Columbia Business School and a bachelor of arts degree in history and economics from Brandeis University. His hobbies include hiking, camping, cooking, and spending time with his family. Dieter is married to Sarah. They are parents to Roman and Miles, who are junior rangers at more than 30 national parks.

BRYAN TRAUBERT | CHAIR, BOARD OF DIRECTORS (2010 – 2019)

Bryan Traubert practiced ophthalmology in Chicago for over 30 years. He received his BS from The Citadel and his MD degree from the University of Illinois. He completed his ophthalmology residency at Michael Reese Hospital in Chicago, and a fellowship in clinical medical ethics at the University of Chicago. He spent 2016 as a Fellow at The Distinguished Careers Institute at Stanford.

He is Chairman of the Pritzker Traubert Foundation, which is dedicated to equalizing opportunity in Chicago. In 2007, Dr. Traubert founded Chicago Run, an innovative running and fitness program. Chicago Run serves more than 16,000 K-8 students in 46 Chicago Public Schools in 33 communities. His other health-related
efforts include being a former board member of the Harvard School of Public Health, Partnership for a Healthier America, Wendy Will Case Cancer Fund, Children's Memorial Hospital, and Chicago Lighthouse for the Blind.

Dr. Traubert serves on the board of WBEZ/Chicago Public Media (Vice Chairman) and Noble Street Charter Schools. He is the past Chairman of Marwen and former board member of National Public Radio, Citadel Foundation, Facing History and Ourselves, and The Renaissance Society. Dr. Traubert was appointed in 2010 and served through 2015 as President of the Chicago Park District Board. He founded Take the Field, a public-private partnership which built 12 state-of-the-art artificial turf fields in underserved communities in Chicago, and he founded and serves on the board of the Chicago Parks Foundation.

Dr. Traubert is currently serving on the board for the National Park Foundation (Chairman) and as a Trustee of The John F. Kennedy Center for the Performing Arts. From 2009 to 2013, he served on the White House Fellows Commission.

Dr. Traubert enjoys running, cycling, tennis, skiing, gardening, theater, contemporary art, and architecture. A longtime resident of Chicago, he is married to Penny Pritzker, who served as U.S. Secretary of Commerce from 2013 to January of 2017. They live in Chicago and have two adult children.