The Executive Director is the Chief Executive Officer of Center for Nonprofit Excellence (CNE). The Executive Director serves as an ex-officio member of the Board of Directors, reports to the Board of Directors, and is responsible for the organization’s consistent achievement of its mission and financial objectives.

While the Executive Director’s role and responsibilities continuously evolve, there are key leadership attributes required for the Executive Director which include:

- Transparent, high integrity, and collaborative leadership
- Commitment to building an anti-racist organization and to understanding and countering all systems of oppression within the sector
- Genuine understanding of and passion for the vision, mission and values of CNE

The following responsibilities and qualifications are foundational to the Executive Director’s role and responsibilities. How these responsibilities are fulfilled will evolve as the organization continues to develop.

**RESPONSIBILITIES**

In **strategy & business development**, the Executive Director will:

1. Assure that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
2. Cultivate a strong and transparent relationship with the Board of Directors and ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals.
3. In partnership with the Board, help build a diverse and inclusive Board of Directors representative of the community that is highly engaged and willing to leverage and secure resources.
4. Provide leadership in developing program, organizational and financial plans with the Board of Directors and staff, and carry out plans and policies authorized by the board.
5. Ensure programmatic excellence, rigorous program evaluation and consistent quality of finance and administration.
6. Maintain a working knowledge of significant developments and trends in the field, and be a dynamic external presence for CNE and thought leader for the sector.
7. Build strategic partnerships in new markets, establishing relationships with funders and key stakeholders at each new location, and actively identify and develop new business opportunities.
In **philanthropy and communications**, the Executive Director will:

1. Oversee revenue generating and fundraising activities to support long-term organizational sustainability while simultaneously building an operating reserve.
2. Define and refine all aspects of communications – from web to external relationships with the goal of strengthening and clarifying the CNE brand.
3. See that the Board of Directors is kept fully informed on the condition of the organization and all important factors influencing it, and actively engaged in stewarding an organizational culture of philanthropy.
4. Effectively communicate organizational impact.
5. Establish sound working relationships and cooperative arrangements with members, community groups and organizations.
6. Represent the programs and point of view of the organization to agencies, organizations, and the general public.

In **relations with staff**, the Executive Director will:

1. Oversee the recruitment, employment and release of all personnel, both paid staff and volunteers.
2. Ensure that job descriptions are developed, that regular performance evaluations are held and that sound human resource practices are in place.
3. See that an effective management team, with appropriate provision for succession, is in place.
4. Encourage staff and volunteer development and education, and assist program staff in relating their specialized work to the overall strategy of the organization.
5. Maintain a climate which attracts, keeps and motivates a diverse staff of top quality people.
6. Facilitate cross-departmental collaboration and strengthen internal communication with staff throughout the organization; create and promote a positive, inclusive work environment that supports strategy and impact.

In **finance and operations**, the Executive Director will:

1. Oversee the financial integrity of the organization including developing long and short range financial plans, monitoring the budget and ensuring financial controls are in place.
2. Ensure effective administration of CNE operations including policies and procedures for all functions and for day-to-day operations.
3. Make sure that adequate funds are available to permit the organization to deliver high-quality services while managing for current and future growth.
4. Maintain official records and documents, and ensure compliance with federal, state and local regulations.
5. Provide technical assistance, training, and consulting to members and nonprofit organizations as needed in area of nonprofit expertise, and develop and manage special strategic projects for the organization.

QUALIFICATIONS

The Executive Director will be thoroughly committed to CNE’s mission. All candidates should have proven leadership, coaching and relationship management experience.

Specific requirements include:

- Advanced degree, or comparable work experience, and significant senior management experience
- Track record of effectively leading and regionally and/or nationally scaling a performance- and outcomes-based organization and staff; ability to point to specific examples of having developed and operationalized strategies that have taken an organization to the next stage of growth
- A financial savvy and politically astute leader with the ability to set clear priorities, delegate and guide investment in people and systems
- A demonstrated understanding of the impact of structural racism and inequity and commitment to fostering more inclusive organizations and advocating for equitable policies and practices that support all community members to thrive.
- Unwavering commitment to quality programs and data-driven program evaluation
- Strong commitment to the professional development of staff; successful track record of recruiting and retaining a high-performing, diverse team
- Proven success working with a Board of Directors with the ability to cultivate, partner with and engage board members to achieve strategic goals
- A persuasive and passionate communicator with excellent interpersonal, presentation and multidisciplinary project management skills, and the experience and energy to be an engaged and effective spokesperson, relationship builder and fundraiser
- Action-oriented, entrepreneurial, adaptable, and innovative approach to business planning
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions
- Passion, idealism, integrity, positive attitude, mission-driven and self-directed

BACKGROUND

The Center for Nonprofit Excellence (CNE) mission is to strengthen nonprofits to realize the potential of our community. Our vision is that strong nonprofits create a strong community. Our values are that we have a passion for performance, a belief in the power of collaboration, and a commitment to promoting the potential of nonprofits.
The National Council of Nonprofits defines capacity building as “whatever is needed to bring a nonprofit to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organization.”

In 2020, CNE will celebrate its 14th anniversary. This accomplishment is realized through a commitment to its own capacity building. Continuous improvement (capacity building) is critical for all organizations, but particularly for CNE which must constantly evolve, grow, and develop to effectively meet the changing needs of its members and nonprofits in the communities across the Commonwealth where it operates.
ORIGINAL JOB DESCRIPTION

CENTER FOR NONPROFIT EXCELLENCE

JOB DESCRIPTION: Executive Director

Full-time/Part-time: Full-time
Supervisor: Board of Directors
Date Prepared: July, 2008

GENERAL SUMMARY
The Executive Director works in partnership with the board of directors and a small staff to provide leadership, vision, and direction for CNE and to build partnerships and raise funds for CNE’s development.

SPECIFIC DUTIES AND RESPONSIBILITIES

- **Relationships:**
  - Build relationships with partner organizations, policymakers, media, and others
  - Represent the CNE by participating in key associations and organizations, serving on committees and advisory groups, and speaking in public settings
  - Identify potential partners for specific programs
  - Develop and implement public relations plans

- **Funding:**
  - Working with Board leadership, develop and implement fund raising plans and policies to ensure the organization’s continued growth and success
  - Oversee fund development, make calls and write proposals
  - Support the Board’s active engagement and participation in fund development

- **Membership:**
  - Recruit and retain members
  - Communicate with members and respond to member inquiries and requests.

- **Programs and Services:**
  - Develop and direct activities to meet the needs of members and the community
  - Create programs to generate revenue
  - Provide technical assistance for area nonprofits

- **Finances:**
  - Develop and manage the annual budget and multi-year projections
  - Maintain sound financial practices and internal accounting controls

- **Leadership and Management:**
- Oversee the development, implementation and evaluation of programs and services that support CNE’s mission and growth.
- Hire, manage and evaluate staff
- Maintain corporate records and documents and ensure compliance with federal, state and local regulations and policies

**KNOWLEDGE AND ABILITIES**
- Hands-on leader, able to work independently and in cooperation with the board, staff and volunteers
- Entrepreneurial spirit to move CNE to the next level of development by extending its influence and services
- Experience working with associations or other membership groups
- Proven fundraising skills to include experience developing long-term relationships with funders and sponsors
- Program development or oversight experience
- Excellent written and oral communication skills
- Proficient with Microsoft Office
- Bachelor’s degree

The Center for Nonprofit Excellence reserves the right to revise or change job duties as the need arises.