



POSITION ANNOUNCEMENT & LEADERSHIP STATEMENT

## **PRESIDENT & CEO**

WINSTON-SALEM, NORTH CAROLINA

[www.goodwillnwncc.org](http://www.goodwillnwncc.org)



## **The Opportunity | *Goodwill Industries of Northwest North Carolina, Inc.***

*We create opportunities for people to enhance their lives through training, workforce development services, and collaboration with other community organizations.*

### **The Organization**

Goodwill Industries of Northwest North Carolina, Inc. (“Goodwill”) was founded in 1926 by Centenary United Methodist Church in Winston-Salem to provide a means of employment for the community’s residents with disabilities. Clothing and other items were gathered from community members and then repaired and sold by citizens with disabilities. Over time, Goodwill expanded its mission to include individuals with socioeconomic barriers to employment. The philosophy of “a hand-up, not a hand-out” was the impetus for the founding of Goodwill and the organization remains committed to that concept today.



### **Background**

The current President and CEO of Goodwill will retire in January 2021, following 15 years in that role. During his tenure, Goodwill increased the number of persons served from 9,603 to 51,183, expanded retail operations from 23 to 49 stores, and increased revenue from \$29.2 million to \$72.3 million annually. Mission services were expanded through a focus on strategic collaborations with like-minded organizations. Goodwill has been recognized by Goodwill Industries International for its executive leadership and was twice awarded the Weston Award for Nonprofits which recognizes, affirms, encourages, and financially supports the best-run charitable organizations in Forsyth County.

Goodwill is a recognized leader among Goodwill organizations globally for efficient retail operations and a focus on bottom-line results which maximize the financial support for Goodwill’s mission; enable the organization to invest in its people, facilities, programs, and community; create a strong financial position with no debt; and position the organization for mission and retail expansion.

### **Key Facts**

Number of Employees	1,100
Total Revenue (2019)	\$72.3 million
Retail Revenue (2019)	\$52.7 million
Number of Retail Stores	49
Number of Training Centers	18
People Served (2019)	51,183 (includes 20,172 served in Crosby Scholars)
Geography	31 counties in northwest third of North Carolina

### **HEADQUARTERS | *Winston-Salem, North Carolina***



Winston-Salem’s history began in 1753, when the first Moravians in North Carolina settled on 100,000 acres known as the Wachovia Tract. Their vision of creating a self-sufficient community made it a haven for entrepreneurs. Twentieth-century businesses, such as R.J. Reynolds Tobacco and Hanes Co., also shaped Winston-Salem by bringing remarkable wealth to the city and endowing it with an impressive list of institutions and foundations.

Today, Winston-Salem is the fifth largest city in North Carolina and home to six colleges and universities, including Salem College, Wake Forest University, UNC School of the Arts, Forsyth Technical Community College, Piedmont International University and Winston-Salem State University. The city is frequently ranked as one of the best places to live in the US and enjoys an excellent school system and low cost of living. Visit [www.winstonsalem.com](http://www.winstonsalem.com) for details.

The city continues to build a diverse business base, including leading in nanotechnology research, finance, manufacturing—again reaffirming the city’s tradition of forging boldly ahead. With a strong

and unwavering commitment to the arts, excellence in healthcare research and technology, and opportunities for specialized and advanced education, Winston-Salem truly is the City of Arts and Innovation.

## **RESPONSIBILITIES OF THE PRESIDENT & CEO**

In accordance with Goodwill's powerful mission, vision and values, the President and Chief Executive Officer (CEO) is accountable to the Board of Directors of Goodwill and provides leadership to preserve the rich legacy and continued growth and success of Goodwill. The CEO is responsible for the development and execution of the strategic plan and for Goodwill's overall financial, programmatic, and operational performance. The new President and CEO will follow a tenured leader, requiring experienced and thoughtful leadership skills to honor the past while guiding an innovative strategy to ensure continued financial support for the organization's people and mission.

The President and CEO will lead an executive team of six and an organization of more than 1,100 employees with a complex retail operations structure, 18 training centers with numerous community partners, and a 31-county geographic territory. The President and CEO reports to the Board of Directors, consisting of 21-28 business and community leaders tasked with governance and oversight for the organization. As an integral part of the Goodwill Industries International network, the President and CEO will act as a collaborative partner and colleague to other Goodwill agencies, seeking and sharing advice and ideas. The CEO is also a voting board member on both GMF Ventures, a for-profit subsidiary, as well as Northwest NC Community Foundation, a supporting organization.

### **Essential Duties and Responsibilities**

#### ***Leadership:***

- Ensures an internal culture within Goodwill that promotes a passion for the mission, reinforces organizational values, encourages creativity, innovation, and quality, empowers staff, and promotes diversity and inclusion.
- Leads by example and provides inspirational leadership to ensure the strength of Goodwill's operations, programs, people, and brand are poised for continued growth and success.
- Develops and implements a clear vision, as well as strategic and operational plans in alignment with Goodwill's mission.
- Provides leadership and takes responsibility for ongoing assessment of operations and services to ensure a sustainable model for the future.

#### ***Board of Directors:***

- Works in partnership with and reports to the Goodwill Board of Directors and Board Chair to support and guide Goodwill's governance and fiduciary responsibilities.
- Maintains a transparent relationship with the Board, working collaboratively with the Board to set the organization's strategic direction and policies, enabling Goodwill to adapt to a constantly changing external environment.

- Provides appropriate and timely updates to the Board to ensure informed and effective decision making, keeping them apprised of the organization's progress against goals and objectives, dynamic market trends and ongoing challenges.
- Champions and promotes Goodwill's mission to attract high caliber volunteers to the Board and helps to lead Board Development efforts to ensure optimal Board performance with specific focus on promoting a Board composition that is representative of the communities and participants served.
- Provides guidance on all activities associated with the Board of Directors, including staffing for Board and Committee meetings, meeting schedules, development of agenda, meeting materials, etc.

***Financial:***

- Demonstrates strong business and financial acumen, finds innovative ways to secure the fiscal stability and health of the organization, understands the implications of decisions on short- and long-term plans.
- Ensures efficient operations with a focus on bottom line results thus maximizing the financial support for Goodwill's mission, enabling the organization to invest in its people, facilities, programs, and communities, positioning the organization for mission expansion.
- Formulates strategies to address financial challenges associated with economic constraints, competition, markets, and business trends, shifts in public/private funding, etc., understanding the budget's impact on the mission and decisions of the organization.
- Ensures the development of annual operating budgets and associated reporting for the 501(c)(3) Corporation and affiliates, managing the budgets within approved guidelines.

***Organizational:***

- Effectively attracts, motivates, and retains a strong, high performing, and diverse team of employees to deliver Goodwill objectives.
- Fosters an entrepreneurial culture that empowers and leverages the strengths of the senior management team and cultivates young talent for future leadership opportunities.
- Ensures a high functioning, efficient organization through effective communications and promoting collaboration, trust, and teamwork.
- Facilitates the achievement and maintenance of industry-standard accreditations and certifications for Goodwill programs and facilities.
- Ensures there is a focus on the building, maintaining, and enhancing of the organization's technological capacity for improved capabilities.

***Community Engagement and Impact:***

- Serves as a champion and ambassador for the mission, programs, operations, and values of Goodwill to all constituencies, internal and external.
- Builds successful, strategic relationships with influential community leaders, local and national businesses, like-minded non-profits, and government entities to fulfill the mission, grow business development and address community needs.
- Develops effective programming and services strategies that position Goodwill as a leader for achieving community impact.

- Acts as the public face and official spokesperson for Goodwill and as a leader, partner, and collaborator in building productive partnerships to address community needs.
- Effectively communicates with ability to articulate the mission of the organization properly and enthusiastically.
- Effectively manages the Goodwill brand as a strategic asset.

## Qualities and Requirements

The ideal candidate will be an innovative and inspiring leader with at least 10 years of successful management experience in an organization of comparable or larger size and complexity. They should have a proven track record in an executive leadership role demonstrating measurable success in leading the development and implementation of programs and initiatives to achieve organizational goals and objectives. As such, the successful candidate will possess the skills, knowledge, and passion to strengthen the organization internally, positioning it for continued success, while promoting it effectively within the community. The CEO's leadership will extend to the broader community Goodwill serves, enhancing the organization's role as a valued community partner.

- Executive leadership in large not-for-profit or for-profit company required.
- Experience in many, if not all, CEO functions, including interfacing with diverse Boards, managing a major budgetary function, overseeing contract management and program delivery and leading public relations initiatives.
- Minimum 4-year degree from a regionally accredited institution.
- Mission-driven, focused, passionate, and energetic.
- Team oriented, collaborative, actively seeks others' thoughts and actively listens.
- Results-driven and a self-starter, flexible and able to prioritize multiple tasks, set priorities and ensure implementation against deadlines.
- Demonstrated record of maturity, sound judgment, integrity, and adherence to ethical standards.
- Demonstrated ability to build and sustain a diverse and inclusive organization through providing leadership in creating a vision and mission, developing strategies, and implementing action plans.
- Demonstrated ability to effectively lead change, has a commanding and credible public presence coupled with composed demeanor under pressure.
- Demonstrated ability to be visionary, able to think, act and influence others in ways that promote the success of the organization, to inspire and motivate staff and community members and to build a high-performing team.
- Demonstrated ability to initiate, build and sustain productive relationships with multiple and diverse constituencies, both internal and external, including business, civic, and community leaders, government agencies and the media.
- Demonstrated knowledge of fiscal management principles and procedures, understands the business and financial implications of decisions.
- Demonstrated ability to effectively problem solve, decisive with keen analytical and critical thinking capabilities that support and enable sound decision making.
- Demonstrated record of exceptional communication skills, both verbal and written, to position and promote Goodwill's mission in a compelling and influencing manner.

### ***Benefits and Rewards***

- Competitive base pay and bonus commensurate with experience.
- Benefits that include paid time off (PTO), company paid pension (after 1 year), short and long term disability, health insurance (medical/dental/vision/prescription), life insurance, tuition reimbursement, employee assistance and 403(b) and 457(b) plans (employee paid).
- Opportunity to work for one of the nation's most well-known and well-respected organizations dedicated to enhancing the lives of those in our communities.

## **PROCEDURES FOR CANDIDACY**

Capital Development Services has been retained to guide the search for Goodwill Industries of Northwest North Carolina. Applicants for the position must provide a letter stating how the candidate's experience matches the position requirements, a current resume, and a list of three references. Applications, nominations, and inquiries should be sent to:

**Pam Barnhardt, Senior Counsel**  
**Jen Tozier, Director of Search Services**  
**[searchservices@capdev.com](mailto:searchservices@capdev.com)**

*Goodwill Industries of NWNC is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender, national origin, race, religion, sexual orientation, or status as a protected veteran.*

