

# VIEWCREST ADVISORS

President and Chief Executive Officer

Position Description

2018



## THE ORGANIZATION:

The Council on Accreditation (COA) is an international, independent, nonprofit, human service accrediting organization. COA accredits or is in the process of accrediting more than 1,800 public and private organizations serving more than seven million individuals and families internationally. COA currently accredits over 45 different service areas that apply to over 125 types of programs.

The COA community is deeply committed to promoting best practice standards, championing quality, and advocating for accreditation. With the support of over 30 national and international organizations, a cadre of 500 volunteers, and a highly skilled and dedicated board of trustees and passionate staff numbering 60, COA pursues its mission with vigor.

Recognizing the importance of re-envisioning COA's response to emerging societal and market conditions, in 2017, the organization worked with The Bridgespan Group to develop a 2020 Strategic Plan. There are five key goals that emerged: a differentiated, high impact value proposition; an increase in the number of accredited organizations; greater impact on beneficiary outcomes; financial sustainability; and a positive impact on the human services field through knowledge sharing.

## THE OPPORTUNITY:

The successor President and Chief Executive Officer (CEO) will translate COA's ambitious strategic plan into action, deepen outcomes for individuals and families as well as increase revenue and market share. Reporting to the Board of Trustees, the CEO will be based in New York City.

*This is an outstanding opportunity for a visionary and pragmatic leader with a strong track record of: strategic organizational leadership and growth; thought leadership on social issues affecting children and families; business development, revenue generation and program expansion; managing and mentoring a results-oriented team; and building an organizational culture that is accountable, effective and empowering.*

### **Strategy and Organizational Leadership**

- Engage the Board of Trustees by openly communicating about the organization's opportunities, choices, and progress toward goals; partner on the on-going refinement of the five-year strategic plan.
- Strategically guide the organization to achieve highly successful and measurable outcomes/ROI, financial sustainability and growth.
- Monitor key trends in human services, mental health, child welfare, health- and managed-care; share insights, and engage leadership as decisions and adjustments are required by market dynamics.
- Support a smooth transition from COA's current CEO, who has led strong foundational work for the organization's next phase and has decided to step aside at such time as a successor is recruited.

### **Program Growth and Impact**

- Partner with the executive team and all colleagues to implement the five-year plan, overseeing the development of creative approaches and new processes needed to achieve goals.
- Enhance COA's external profile with sharpened messaging about the value of accreditation.
- Represent, and advocate for, the organization externally with all stakeholders (client organizations, programmatic partners and others); act as COA's chief spokesperson and a thought leader in state, federal and international policy settings.
- Increase the number of private and public organizations accredited by COA, and accompanying revenue.

# VIEWCREST ADVISORS

- Evolve service offerings to streamline client accreditation processes: drive client service and engagement; support program leaders and teams in ongoing process improvement initiatives, leveraging their best ideas; facilitate cross-departmental collaboration; build adaptive, transparent processes that remove barriers and support sustainable future growth; and identify/address bottlenecks to program delivery.

## **Management and Culture**

- Inspire a diverse team and embody COA's core values of equity and social justice
- Promote a highly engaged organizational culture of excellence and continuous improvement that equally values quality, accountability, innovation, agility, teamwork and is reflective of the diversity of COA's clients and their beneficiaries.
- Drive coordination and internal communications across program teams and initiatives; ensure the development of workplans with specific timeframes and deliverables; measure progress against goals.
- Mentor and manage leaders across the program division's inter-dependent departments -- Business Development, Client Relations, Standards Development, Accreditation Operations, and IT/Business Intelligence – as well as Finance and Human Resources.
- In partnership with HR, ensure role definitions, responsibilities and professional development opportunities allow talented, passionate staff to grow in their careers, and in parallel position COA to attract future talent.
- In partnership with Finance, ensure budgets and investments dually achieve organizational objectives and drive sustainability.
- Ensure effective, aligned operations and infrastructure.

## **QUALIFICATIONS**

- Significant C-level organizational leadership experience in a high-performing accreditation, social services nonprofit or socially-responsible business. Has overseen a complex program model and delivered both programmatic and financial results (ideally including earned revenue) within a "values-driven," mission-centric organization.
- Track record of: exceeding goals; bottom-line growth; and charting a higher impact course through his/her leadership. Can point to tangible examples of success in refining and executing on ambitious strategic plans, setting clear priorities, guiding investment in people and systems, as well as increasing productivity while enhancing innovation. Must bring rigor and analysis to problem-solving and decision-making.
- Strategic and agile with the ability to implement now while anticipating, and building toward, the future.
- Action-oriented, collaborative and transparent leader who builds a positive culture and has successfully championed change management initiatives with mission-driven colleagues. Brings the skills, sensitivity, and confidence to build organizational and staff capacity, tapping into the power of each team member.
- Thought leader who is a persuasive and effective communicator, with the political savvy to effectively partner internally and externally with a variety of audiences and partners.
- Other qualities: resourceful, adaptive, energetic, people-developer, with strong business acumen, creative resourcefulness, judgment, resilience, humor, and a genuine commitment to serving vulnerable populations.
- Advanced degree preferred

*COA will offer a very attractive compensation package, including a competitive base salary as well as health, 401(k), tuition/professional development and vacation benefits. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation,*

# VIEWCREST ADVISORS

*national origin, genetics, disability, age, or veteran status. If you are a qualified individual with a disability or a disabled veteran, and unable or limited in your ability to use or access this site as a result of your disability, you may request a reasonable accommodation by calling (617) 564-3779.*

Nominations can be confidentially shared with Viewcrest Advisors at [coa@viewcrestadvisors.com](mailto:coa@viewcrestadvisors.com) and will be reviewed on a rolling basis.