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Global Pandemic and Social Upheaval Ignite Executive Recruiting for Non-Profit Sector



What makes a not-for-profit organization great? Its mission, of course, as well as dedicated staff, volunteers, board members and various stakeholders. But according to executive recruiters, what may be most important is exceptional leadership – especially in such a politically-supercharged climate supported by a challenging economic environment. According to a new report just released by **WittKieffer**, leadership is ultimately the differentiator between an organization thriving or merely surviving.

What defines an exceptional non-profit CEO or executive director? Several key attributes come to mind, report recruiters who specialize in finding these mission-driven leaders: creative, credible, and communicative; the ability to inspire the ranks, raise funds and ensure long-term sustainability; understanding public policy, public relations, corporate partnerships, operational excellence and, most of all, strategic planning.

Hiring for key roles among charitable organizations took a hit during the pandemic, said leaders of search firms that serve non-profits. But business is starting to pick up. Healthcare and human service organizations, foundations, advocacy organizations, among others, have seen an expanding need for talent in areas like human resources, finance, and external relations – communications, marketing, and fundraising. There has also been a good share of for-profit executives shifting to the non-profit sector – a migration that has been underway but is now accelerating in the middle of a global pandemic and mass social upheaval.

Infusing Purpose and Direction

“Demand for talented CEOs will remain strong among non-profit organizations in 2021,” said Jim Zaniello, founder and president of **Vetted Solutions**. “Perhaps more than ever before, boards will rely on strong, innovative partners to provide direction and leadership. Boards will continue to look for people who can build capable,

committed high-performing teams, and infuse the organization with a clear sense of purpose and direction.” Look for finance to be an area of focus, he said: “proven CFOs, who have the expertise to serve as a true business partner.” In other roles, said Mr. Zaniello, “look for more interest in finding ‘storytellers’ – solid communicators, who can help differentiate organizations in a crowded and busy environment.”

Trade associations and professional societies have been among the most active organizations in overall hiring within the sector, noted Mr. Zaniello. “Talented CEOs are especially sought after, as are key senior staff.” Not surprisingly, he said, dynamic CEOs are in high demand, as well as professionals with campaign and communication expertise who can help foundations and issue-focused non-profits advocate more effectively connect with wider circles of stakeholders.

BY THE NUMBERS

Non-Profit Employment

The non-profit sector employs **22,591,578** people, about **14%** of the U.S. workforce.

“Interest in finding talent from the corporate side continues to be strong – especially among organizations that share certain key characteristics,” Mr. Zaniello said. “In part, that’s because non-profit organizations recognize they depend on exactly the same level of capable, inspiring leadership as the commercial business world.” They have committed, therefore, like their for-profit brethren, to finding CEOs and senior staff who are the best of the best, not just comfortable, acceptable candidates, and hires. “These professionals provide the support, compensation and resources leaders need to succeed,” said Mr. Zaniello. “And they demand that their search partners deliver to that level of expectation.”

A variety of factors are driving executives from the corporate side to look at the non-profit world as an attractive career path. Part of it is professional. “Non-profit organizations are growing in size and complexity,” said Mr. Zaniello. “Their reach and role in our society is growing. They demand dynamic, experienced, and committed people. They pose real leadership challenges. In my experience, that attracts the best of the best.”

Vetted Solutions has filled numerous top-drawer, non-profit leadership roles recently. Among them: the president and CEO of the American Peanut Council, the CEO for the CFA Society of New York, and the CEO for the Heart and Lung Society. *(cont'd. to page 2)*



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Executive recruiters are reporting something new in the world of non-profit talent: The emergence of a generation of leaders who make 'purpose' an important part of their career calculations. These executives often seek opportunities to make a real difference and to lead organizations that reflect their personal values and interests. Non-profits offer unique vantage points upon which to build successful leadership careers while actively participating in that process.

The Pandemic Impact

"When the pandemic first hit, there was a sudden slowdown as organizations adjusted to virtual work and the potential of decreased funding due to an economic slowdown," said Molly Brennan, leader of the non-profit practice at **Koya Partners**, part of the **Diversified Search Group**. "This most significantly impacted organizations that were dependent on in-person activities for revenue, such as arts and culture organizations." But the ensuing social unrest related to a national racial reckoning galvanized donors and progressive non-profit organizations, resulting in increased funding and hiring. "The sector rebounded and adapted to the new pandemic reality with remarkable resilience and creativity, and we expect hiring to remain strong into 2021," she said.

Ms. Brennan says her firm has noted active hiring across the sector, with a particular increase in organizations focused on progressive issues, such as electoral politics and racial equity. "This was, and is, certainly tied to the election and the surge in financial support for many of these organizations," she said. "But hiring has rebounded across the sector, including in the organizations initially hit most hard by the pandemic, such as cultural institutions and the healthcare sector."

The last decade has seen an increase in executives migrating, or "crossing over" from the for-profit to the non-profit sector, and that has continued. "We've talked to many executives who feel a personal drive to align their work and their personal values and mission and see this as the right time to take that leap," said Ms. Brennan. "Non-profits are more focused than ever on strong management skills and business acumen, which makes these candidates attractive in many ways."

Responding to a Moment in History

The number of "sector-switchers" – leaders who move between the for-profit to the non-profit sectors – has held steady throughout the pandemic, according to recruiters. "But we have seen an increase in people doubling down on the issues and missions that they are most passionate about and positioning themselves for higher levels of responsibility and leadership," said Ms. Brennan. "The pandemic and the social inequity it has starkly revealed, the election, and the racial reckoning that this country is experiencing have caused many to refocus their energy and commitment on causes that have personal meaning to them as a way of responding to this moment in our history."

Mary Lee Montague, founder and chief consultant at **Montague & Associates**, said that many organizations are at a crossroads with a lot of heavy lifting in their future to get back on track, let alone survive, post COVID-19. "Strategic plans are being altered due to the pandemic and if an executive

(cont'd. to page 3)

happened to be at a personal crossroad of 'stay or go' prior to the pandemic we are finding many now taking this time to pass the reins to the person who will do the necessary heavy lift, develop the new plan and see it implemented," she said.

More importantly, Ms. Montague said that different management skills and experience have risen to the top of the candidate 'must have' list. Key criteria for leaders during and post-pandemic period includes: Empathy; short term strategy vs long term strategy; crisis management; dealing with financial unknowns and the development of contingency plans; creativity, hyper communications; and agility and the ability to think outside the box. "The future holds many tough decisions and not all leaders have the experience to deal with challenging what ifs in a calm, focused manner while managing a virtual team."

Another set of skills which will finally rise to the top post-COVID-19 is a strong background in mergers, collaborations, consolidations and/or acquisitions, said Ms. Montague. "For many years there has been merger talk with little action. Post-COVID-19 will be the time to make put conversations into action."

Strategic Hiring is Key

"Recruiting for non-profit executives slowed in 2020, but it's coming back well as we move into 2021," said Deb Taft, CEO of **Lindauer**. "While the pandemic caused hiring slowdowns and freezes last spring and summer, we saw some incredibly innovative recruiting approaches that kept mission delivery and revenue generation on track." Organizations with strong boards and leaders used 2020 as a time to regroup and stay in good hiring shape, she said. "Top talent is still in demand and willing to make a move, and non-profits that secure that top talent will be in a far better position to emerge strongly from any downturn."

"Organizations with strong governing boards and sophisticated leaders who have weathered previous downturns remain super focused on strategic hiring," Ms. Taft said. "In the midst of staff cuts, they are still resourcing key roles and going to market. Revenue-producers; finance and operations leaders; marketing leaders; EVPs of diversity, equity and inclusion; digital evolutions of traditional roles; and, of course, expert chief executives are all strongly in play."

Successful candidates emerge most often from the corporate arena when an organization is ready for, or truly requires, a leader with business skills and acumen, said Ms. Taft. "Turnarounds, transformations, and mergers are prime opportunities," she said. "Successful candidates apply their competencies, however, understanding that mission-driven organizations have unique societal mandates. Bottom-line success is not enough, and not the reason for a public charity's existence. With a healthy financial and operating infrastructure, the delivery of impact for patients, research, youth programming, education, or social service must be achieved," she added.

As in any economic downturn, executives in 2021 are seeking new career paths in the non-profit sector. And inquiries from career-changers are up markedly, said Ms. *(cont'd. to page 4)*



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Taft. “The strongest candidates have thought through a sector move and aren’t just window-shopping. They bring some experience with mission-driven non-profits and understand the real application of their transferable skills in a non-profit context.”

The continuing pandemic and a sustained focus on racial injustice are forcing executives to reflect on their professional lives in a deeper way, Ms. Taft said. “Leaders want more societal meaning and mission impact in their day jobs and career choices.” That makes non-profits incredibly compelling, she said. “Leaders have many of the same business and organizational challenges that call on their skills, but typically find a richness of community and meaning that was missing in their prior roles.”

No Grace Period for Leaders

“Recruiting at the senior level, especially for C-suite executives within the non-profit sector, has continued to be very active, despite the disruption in the past year,” said Shelli Herman, president of **Shelli Herman and Associates**. “This is because organizations will always need talent at the top level to provide aspirational and strategic leadership for the entire enterprise. It is not feasible for non-profits to have vacancies in these positions; they require exceptional senior executives to guide the organization and do mission-critical work. Where we have seen slowed activity is at the mid-level or for lower-level positions that are perceived as less essential to achieving mission.”

Non-profit organizations have been actively hiring across the board, but this is especially true for organizations providing on the ground services, she said. “These non-profits are more active now than ever, as they have seen needs increase in the communities that they serve in response to world events.”

In this market, it is rare for viable candidates to emerge from corporate backgrounds, according to Ms. Herman. “Organizations are increasingly looking to hire people who can start providing transformational and effective leadership from day one; there is not much of a grace period for new executives to get up to speed,” she said. “This means that successful candidates are those who are already connected to the work, already understand how to speak to and motivate a mission-driven staff and community, and who have strong knowledge of how non-profit organizations function and can excel.” One functional area where cross-sector hires occur more frequently and quite successfully is in finance roles, she noted, where corporate experience can be translated to non-profit environments.

Ms. Herman said that in the cases where she sees executives looking to move into the non-profit sector from corporate environments, it is primarily people in senior career roles who are looking for a capstone role prior to retirement. “These leaders often begin evaluating non-profit roles when they feel they have a limited amount of time left to their career, expertise to share, and are looking for a way to connect their values to their work in a position where they can give back,” she said.

Business Savvy

There are many factors unique to hiring non-profit executives in the middle of a pandemic. “Boards had a chance (cont’d. to page 5)

to witness real leadership or the lack thereof over the past nine or 10 months and some of our clients decided it was time for a change,” said Tim Tolan, CEO and managing partner of **The Tolan Group**. “This required more use of virtual interviews to evaluate candidates and working with search committees virtually to assess and discuss candidates for each engagement. Our non-profit engagements lately involved search committees making hiring decisions based on the virtual interactions with the candidates along with the other vetting procedures we use. Hiring is definitely picking up now compared to the spring when our non-profit clients were in a holding pattern when the pandemic first hit the U.S.”

Mr. Tolan said that at the executive level, behavioral health and family and human services were actively engaged in recruiting during COVID-19. “We don’t see that slowing down. In some cases, the engagements were already planned as CEOs were retiring and in other cases it was purely a need to top-grade leadership.” In his view, the non-profit sector remains active but not as active as it was pre-pandemic.

“Quite frankly many of our engagements require a broad slate of candidates including former corporate executives,” Mr. Tolan said. “They bring a fresh perspective to the table and tend to be more business savvy when it comes to fundraising and scaling the organization. We therefore generally have candidates with corporate backgrounds in most engagements.”

“We see a large number of candidates from the corporate sector that are looking for ways to make a difference and to find ways to give back,” he said. “Taking the helm at a non-profit is clearly one big way for them to meet that objective. They also come into the role without any bias toward the past and offer a fresh set of eyes on an organization. As such, their impact can be immediate.”

Aligning Expectations

“We would not say hiring has slowed or increased but rather experienced a brief pause during the initial shelter-in-place orders last spring,” said Bill Moran, founder and president of **The Moran Company**. “Since then, many organizations have been adapting to the changed environment and proceeding with hiring plans. We have seen a variety of non-profit organizations hiring. Associations, in particular, are showing interest in recruiting new leadership as planned retirements take place or as new skills are needed to connect differently with members,” he said.

Mr. Moran has also seen the trends of corporate executives seeking non-profits leadership roles. “We often see applicants from the corporate side applying for non-profit careers, and their success as candidates depends on the opportunity and the individual,” he said. “Beyond ensuring the right skills are present, it is important that expectations are aligned for all parties to aid longevity in the role.”

The non-profit space is also recognizing the importance of human capital strategy similarly to that of the for-profit world – and that is a big shift seen by recruiters across the sector. “CEOs and boards of non-profit organizations at all tiers are working hard to bolster their human capital capability, particularly in light of the fact that they don’t play on a level playing field with the for-profit world,” said

Nat Schiffer, managing director at The Christopher Group. “With that said, they have many advantages when it comes to recruiting. They are mission-driven; they offer cultural advantages; they tend to value diversity, equity, and inclusion in a progressive way; and the employment brands tend to be very recognizable,” he said.

Mr. Schiffer said that hiring activity for non-profits increased substantially this past year. “We have seen robust activity from professional associations, foundations, and from government agencies such as the federal reserve banks and national laboratories.” But the two biggest areas for **The Christopher Group** continue to be academia and healthcare delivery systems.

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Mr. Schiffer said that roughly a third of the time he and his colleagues see candidates cross-over from the for-profit world. “It tends to be more demand-driven because the institution has to be comfortable with it to start. The way work gets done in the non-profit world is different. It tends to be more committee and consensus-driven with a heavier diet of governance.” But non-profit organizations are changing the world, he said, “and in the process are making quality of life better for humanity and they play center stage roles in the communities in which they operate.” That makes it much easier to get behind that kind of change and opportunity, he said.

A Call for Transformational Leadership

Associations have been active with CEO recruitments, as have academic medical centers involved in COVID-19 research and treatment, according to Diane Charness, global practice leader for the non-profit and education sector at **ZRG**. “The pandemic and recent societal crises have accelerated the need for transformational leadership, innovation, and a renewed focus on diversity and inclusion of staff, leadership, boards, perspective, and management practices,” she said.

“Philosophically and based on research findings, I believe strongly that a diversity of experience best informs the development of transformational leaders, regardless of sector expertise,” said Ms. Charness. “In my practice, I work closely with boards and leadership to consider the potential of transitioning executives from outside the sector. These discussions are often robust and can be controversial.” To innovate, she said, non-profits can successfully identify and onboard executives from industry to broaden thought-leadership, “but it must be done with skill and insight to increase the likelihood of a successful transition and onboarding.” The *(cont’d. to page 6)*

use of emerging data tools can be employed to optimize leadership selection in this regard, she added. “When open, and depending on the role, our executive slates are often comprised of those from other non-profits, along with executives from the corporate and/or government sectors,” she said.

Anxiety Remains

“Hiring slowed dramatically in spring 2020, when non-profit leaders were unsure about the future,” said Kris McFeely, director of executive search at **Campbell & Company**. “It then picked up again in late summer and fall, as the outlines of how long the pandemic would last had become clear and organizations recognized they couldn’t stay in a holding pattern forever.” But anxiety remains. “On the hiring side, employers are concerned about how to recruit in a pandemic, how to time new hires, what relocation may look like (or if it’s possible at all), and whether it makes financial sense to recruit given the associated economic challenges,” she said.

“Candidates, for their part, have questions about relocation versus working remotely, how to best sense the organization’s culture through video interviews, and the stability of organizations given the economy,” said Ms. McFeely. “In many ways, these factors have made both sides willing to have open, honest conversations during interviews in ways they wouldn’t have before. Still, both hirers and potential hires are also more cautious about making actual changes.”

More recently, we have seen an uptick in executive directors that are choosing to pass the baton,” Ms. McFeely said. “As organizations have tried to fill these positions, they have needed to identify different skillsets for their new leaders, most notably around recruiting and working with boards remotely and being able to manage teams while not in the office. The past year has also increased competition for non-profit roles, partially because so many people have been laid off and partially because more currently employed people are searching for jobs.”

Clearer Value Proposition

“Despite the extraordinary pressures of 2020 – and yet in some cases because of those pressures – the non-profit sector remains robust,” said Sam Pettway, founding director of **BoardWalk Consulting**. “There’s been plenty of pain, of course, but in most cases the need for services has never been stronger, and thus the value of leadership has never been clearer. Everybody has had to rethink how they do what they do, and the resilience and creativity exhibited across the spectrum have been a joy to behold.”

Grantmakers have been understandably focused on supporting organizations and communities affected most directly by the “twindemics” of COVID-19 and racial inequities, and thus many organizations have been left wanting, said Mr. Pettway. “A number of grantmakers we work with reported a decline in the absolute number of funding requests in 2020, but they expect a wave of applications in 2021,” he said. “The competition for funding will be intense, even though generosity seems to have expanded.”

“Unlike the last recession, when many organizations hunkered down and leaders delayed retirements, 2020 was a very strong

year for all but the most discretionary roles,” Mr. Pettway said. “CEO and executive director searches have long represented three quarters of our business, and those appointments are not discretionary.” Against all expectations when the pandemic started, 2020 was his firm’s best year ever, and by a significant double-digit margin, he said.

Predicting a Way Forward

The non-profit sector has not been immune to the pandemic and, in fact, the negative impact was swift and the disruption severe in some areas, including arts and culture, recreation, as well as education, said Kimberly Archer, co-leader of the global non-profit practice at **Russell Reynolds Associates**. “Human service organizations saw significant spikes in demand for service with economic fallout and other stressors. Business models were stressed and reserves tapped to account for costs once off-set by volunteers, convening, fundraising events and entertainment that dried up in days without warning,” she said.

“Organizations were forced to put hiring on hold, manage layoffs/furloughs and focus on risk mitigation with little insight to predict the path ahead,” she said. “Hiring slowed certainly, however the recruitment of key executive roles continues even in crisis. The response from the sector has been one of resilience and embracing change for the future. The focus is on redesign versus rebuild, with emphasis on establishing more equitable and sustainable models going forward. It is predicted there will be more change and disruption in the non-profit sector in the next few years than there has been in the last 25 years. This will put leadership and talent development at the forefront.”

Ms. Archer notes that hiring is happening in healthcare and human service organizations, foundations, advocacy organizations and across the sector in functional areas such as human resources, finance, and external relations – communications, marketing, and fundraising. “Organizations experienced never-previously-imagined pressures in such rapid succession beginning with the pandemic, followed by a racial reckoning in our nation, to political uncertainty,” she said. “These issues tested leaders like never before, illuminating areas of strength, but also gaps, which force and inform the talent agenda.”

At times, a ‘crossover candidate’ from the private sector is well-suited to a non-profit leadership role and it’s becoming more and more common practice to explore candidates with this background. “Often times, private sector experience is sought after when change management is afoot or for functional and operationally-oriented positions, as skills can be transferable,” said Ms. Archer. That said, there is complexity within non-profit organizations that is often underestimated. “While most organizations seek to validate strong mission alignment, emphasis should be around cultural alignment and core leadership competencies. Understanding how someone works is pivotal to success when considering crossover candidates. We see the best leaders spike in areas such as relationship building and influence to support stakeholder management, but also openness and inclusivity to build and drive strong teams motivated by mission and impact.”

Hunt Scanlon Non-Profit Recruiting Top 60

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Aspen Leadership Group Jeff Hanavan/Ron Schiller , Founding Partners	(970) 315-2818	Koya Partners* Katie Bouton , Founder & CEO	(866) 282-0955
Ballinger Leafblad Marcia Ballinger/Lars Leafblad , Co-Founders and Partners	(651) 341-4840	LAMBERT & Associates Catharine McGeever , Consultant	(610) 924-9100
BoardWalk Consulting Sam Pettway , Founding Director	(404) 262-7392	Lindauer Deb Taft , CEO	(617) 262-1102
Bridge Partners Tory Clarke , Co-Founder & Partner	(212) 265-2100	m/Oppenheim Executive Search Mark Oppenheim , Founder	(415) 762-2650
Buffkin / Baker Roland Lundy , Operating Partner	(615) 988-2587	McCormack + Kristel Michelle Kristel , Managing Partner	(212) 531-5003
Caldwell Heather Ring , Partner	(416) 934-2210	Montague & Associates Executive Search Mary Lee Montague , CEO	(312) 543-6460
Campbell & Company Peter Fissinger , President & CEO	(877) 957-0000	Moran Company Bill Moran , President	(855) 883-0464
Carlson Beck Sally Carlson , Managing Partner	(415) 203-5259	Myers McRae Kenny Daugherty , President; Emily Parker Myers , CEO	(478) 330-6222
CarterBaldwin Executive Search Price Harding/Bill Petersen , Co-Practice Leaders	(678) 448-0000	Noetic Search Rhyann Zweifler , President	(312) 863-8577
The Christopher Group Thomas Christopher , CEO	(440) 953-9559	Odgers Berndtson Steve Potter , CEO	(212) 972-7287
CohenTaylor Executive Search Chris Cohen , Founding Partner	(612) 354-5760	Phillips Oppenheim Debra Oppenheim/Jane Phillips Donaldson , Co-Founders	(212) 953-1770
Comhar Partners Christopher Zorich , Practice Group Leader	(312) 313-8461	Pillar Search Cindy Joyce , Founder	(617) 529-7708
DB&A Executive Search & Recruitment Cole Costanzo , CEO	(800) 382-0219	PNP Staffing Group Gayle Brandel , President & CEO	(212) 546-9091
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Development Resources Inc. Jennifer Dunlap , Principal & CEO; Nancy Racette , Principal & COO	(703) 294-6684	Sage Search Partners Paula Fazli , Managing Partner	(617) 290-3922
DHC Search David Hinsley Chang , Managing Partner	(203) 307-0120	Scion Executive Search Isaac Schild , CEO	(917) 525-5044
Diversified Search Group Molly Brennan , Managing Partner	(978) 384-1296	Shelli Herman Associates Shelli Herman , President	(800) 396-0595
DRG Search David Edell , President; Dara Klarfield , CEO	(212) 983-1600	Spano Pratt Executive Search Jamie Pratt , Managing Partner; Rose Spano Ianelli , Managing Partner	(414) 283-9533
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Elaine Peters Executive Search Elaine Peters , CEO	(949) 400-1132	Sterling Martin Associates David Martin , CEO & Managing Partner	(202) 327-5485
Grant Cooper* Carrie Hackett , Managing Director	(314) 449-1590	Summit Search Solutions Carrie Coward , President	(828) 669-3850
Greenwood/Asher & Associates Jan Greenwood/Betty Turner Asher , Partners	(850) 650-2277	Tatum/Randstad Scott Little , National Strategic Director	(717) 232-5786
Hanold Associates Jason Hanold , CEO & Managing Partner	(847) 332-1333	Thomas R. Moore Executive Search Thomas Moore , President	(817) 548-8766
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Kevin Chase Executive Search Group Kevin Chase , Managing Partner	(323) 930-8948	Young Search Partners Katherine Young , Managing Partner & President	(813) 254-6490
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SPOTLIGHT

Recruiting Non-Profit Senior Executives



Nowhere are leaders and talent more deeply passionate about what they do than in the mission driven sector. According to Korn Ferry, non-profit, philanthropy, and social enterprises are evolving at a rapid pace. Leaders are challenged with doing more with less as they navigate increasing demand.

Jodi Weiss serves as practice leader for Korn Ferry's professional search non-profit and higher education practice. Based in the firm's Washington, D.C. office, she brings more than 20 years of leadership experience, with over a decade at Korn Ferry, during which span she has partnered with non-profits, associations, and higher education institutions to place executives and emerging leaders to include chief executive officers and executive directors, in addition to functional leaders spanning development/fundraising, marketing/communications, finance, human resources/talent acquisitions, operations, and technology.

Ms. Weiss recently sat down with Hunt Scanlon Media to discuss recruiting senior executives for the non-for-profit sector. Here, she examines the areas that are hot and what she sees going forward.

Jodi, has hiring activity slowed or increased during the past year for non-profit clients?

In March and April when the impact of COVID-19 caused many organizations and professionals to transition and reinvent their day-to-day work lives and, in some cases, their mission, non-profit organizations for the most halted hiring processes. No one was sure what was next in terms of funding, and when/if office life would return. By May, many boards and organizations opted to move forward with executive-level searches in progress, and search firms, such as Korn Ferry, instituted virtual hiring processes. As we approached year end, non-profit hiring – at the executive level – was in full swing, with many organizations putting RFPs out for early 2021 searches. The key shift in hiring executives had to do with attributes that boards sought in our mid-pandemic world: agility, empathy and flexibility became critical as did a keen awareness and passion for social justice.

Within the non-profit sector, which kinds of organizations have been active with hiring?

We have seen hiring across a variety of non-profit organizations, to include charities, private charitable foundations, and social advocacy groups. There has also been a lot of shifts in non-profit boards, many of which have opted to diversity to be more inclusive and progressive given the focus on social justice in 2020. Universities, which have been impacted by COVID-19 on an ongoing basis, have had to ramp up their technology teams to meet the needs of a virtual environment for staff, faculty, and students alike. Charities have had to shift their fundraising/development initiatives to virtual formats as well, to include virtual galas, which

has led to some transitions in fundraising leaders and ramping up of technology. One of the roles most in demand across non-profit and industry has been chief diversity officers.

When seeking candidates for these roles, how often do candidates emerge from the corporate side?

Great leaders come from a variety of backgrounds. We often work with corporate leaders who are interested in transitioning into non-profit as they seek more meaningful careers that align with causes they are passionate about. The pandemic/working-from-home environment seems to have led many professionals to reflect on what matters to them and incentivized them to seek roles with organizations that align with their values and beliefs. We often place corporate executives into non-profit leadership roles and watch them flourish. A 501 (c)(3) is how an organization files its taxes; it is not a business model. Great leadership skills and purpose and vision are what make professionals excel in corporate or non-profit settings.

“Great leaders come from a variety of backgrounds. We often work with corporate leaders who are interested in transitioning into non-profit as they seek more meaningful careers that align with causes they are passionate about.”

Recruiters have told us that the non-profit sector has been more appealing to executives looking for new positions. Have you seen more executives looking for careers in the non-profit sector?

We have seen a steady stream of executives seeking careers in non-profit – more so during the pandemic than prior. Again, it relates to sense of purpose and mission alignment. When an executive with a proven track record opts to join a mission-oriented organization she is passionate about, a clear sense of purpose and vision can fuel innovation and growth.

Has the global pandemic caused senior professionals to reevaluate their careers?

There are always turning points in a professional's career. Sometimes they are spurred by personal life shifts, other times by a pandemic and social unrest. Over the last year, the pandemic and social justice issues caused many professionals to reflect and redefine what matters to them. Many professionals began to ask themselves how they wanted to spend their days, and how they could contribute to creating a more harmonized world. The non-profit sector is appealing as it enables professionals to marry their passions and sense of purpose in a concrete way that spurs change for communities, and for the larger good.



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Non-Profit Leadership During the COVID-19 Crisis



Not-for-profit CEOs, who are already used to working with limited resources, are under enormous pressure as a result of the COVID-19 crisis. "Most chief executives are facing new financial constraints, shifting priorities among donors, and uncertain regulatory aid – all while

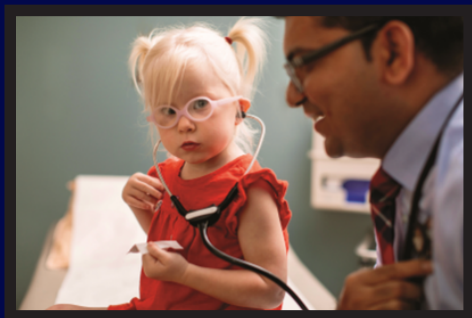
tackling the operational challenges of running an enterprise with staff and volunteers trying gamely to pitch in from home," said Julie A. Rosen, leader of **WittKieffer's** not-for-profit practice, in a new report. "Many healthcare and social services-related non-profits have the added burden of being on the front lines of the battle against the coronavirus."

While each non-profit CEO encounters unique circumstances, WittKieffer offers the following helpful tips for how to lead and manage the next few months.

- 1. Take care of your organization.** "If you have not done so already, learn about federal and state bills and assistance recently enacted that will provide short- and long-term assistance as a not-for-profit and as an employer," said Ms. Rosen. "If you don't have the bandwidth or expertise to do this, enlist the help of a knowledgeable board member or trusted advisor."
- 2. Review your sick leave and vacation policy** and, if possible, be flexible in implementing the policy during this crisis. "Communicate frequently with your staff by being available as a sounding board but also scheduling frequent updates by Zoom or Skype," said Ms. Rosen.
- 3. Review your organization's contingency plan** and develop scenarios based on all of the information that is available to you. Ms. Rosen said to "involve key staff members and your board and finance chairs in this planning to provide sound advice and perspective."
- 4. Communicate frequently** with the board by setting up a weekly video call to brief them on your financial situation and what your organization is doing to stay in business.
- 5. Reach out more regularly to donors.** Ms. Rosen explained that "you, along with senior staff, should be in close contact by phone, email and text with major public and private donors to check in and let them know how the organization is doing."
- 6. Do not stop raising money during this time period.** "Many not-for-profits have set up an emergency COVID-19 fund for their clients and employees and are raising significant funds depending on the focus of the organization," said Ms. Rosen. "Focus on the basic needs of your organization during this time and make sure you are checking in regularly with your finance and investments committee."
- 7. Use social media** to broadcast the "state of the state" and the vital work of your organization during this time of crisis.
- 8. Take care of yourself.** "This is a stressful time," Ms. Rosen said. "Remember the directions about putting your oxygen mask on first before helping others. Carve time out for yourself to rejuvenate; the organization will be well served with a leader who can think clearly and strategically."



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Searching for Non-Profit Jobs as a Person of Color

Melissa Madzel has been a managing director with **Koya Partners**, part of the **Diversified Search Group**, since 2015. She leads and contributes to executive searches, mainly in the social justice community, as well as developing and deepening Koya's relationships in the progressive movement.

As the managing director, equity initiatives for Koya Partners, Ms. Madze is responsible for ensuring that Koya's commitment to diversity, equity, and inclusion is infused into every aspect of the firm's work with clients and candidates. In leading this work, Melissa applies her experience as a search leader for numerous organizations, as well as her background in social work and staff development.

"As a person of color in the executive search field, I'm asked time and again about how to navigate a non-profit job hunt for people of color," said Ms. Madzel. "In my own career journey and in my work, I have seen how black folks and people of color experience the job-search process differently and may have different outcomes. Below are some tips that I've seen work."

Here, Ms. Madzel outlines seven tips for non-profit job hunting for people of color:

1. Invest in Yourself

"Put time and effort into updating your LinkedIn profile, your resume and letters of interest for the roles you're seeking," Ms. Madzel said. "If your budget allows, work with a professional career coach to have someone craft your resume and LinkedIn profile with you. Dedicate quiet time to the work – lock yourself away from your kids and turn off your social media updates for a few hours," she said. "Push yourself to look critically at your materials and ask for help from a knowledgeable friend or a professional."

2. Understand the Search Firm Game

"As you see compelling non-profit postings, take note if those searches are being led by a search firm," said Ms. Madzel. "If so, apply using the application instructions, but also follow that firm on social media, sign up for their newsletter and check their website regularly to keep an eye on other searches that they are leading. Look for additional search firms doing work in your area. Many firms have a process for potential candidates to submit their information and become part of the firm's database and network. Take advantage of these opportunities to get plugged in."

3. Name Your Identity/ies

"For years, we've seen that discrimination and bias in hiring works against people of color," Ms. Madzel said. "Today's non-profit space is different. Many organizations are specifically interested in hiring people of color, especially into leadership. Highlight your identity in your application materials so that no one has to guess. A letter of interest can include the phrase, 'As a black woman...' or your LinkedIn profile and resume can include your participation in the Latinx employee group or other similar examples from previous jobs, education or volunteer work."

(cont'd. to page 12)

4. Know Your Tolerance Level

Ms. Madzel also noted that organizations can be at any point along a journey of understanding diversity, equity and inclusion, and that you should consider what you need to be effective and successful. "Look for signs to understand where organizations are," she said. "Explicit language about race/gender/sexual orientation/physical difference/citizenship/incarceration history in job descriptions or other places on the website is a good sign."

"For years, we've seen that discrimination and bias in hiring works against people of color."

Today's non-profit space is different.

Many organizations are specifically interested in hiring people of color, especially into leadership."

Ms. Madzel said if you have the opportunity, consider asking a question like, "What is your organization's approach to diversity, equity and inclusion?" If they stumble in the answer, it doesn't mean to run for the hills, but just know that the organization or that individual may be early in their journey.

5. Be Realistic About Your Needs

"Consider the things that you need to be successful in a role," Ms. Madzel said. What are the salary range and benefits that you and your family need? What would working remotely look like for you? Do you have childcare or care for other dependents set up? "Know these things before your interview, so that you can assess whether or not you are ready for the role and if the organization is ready for you," she said. "If you are working with a recruiter, share all of these specifics with them and get feedback on what may or may not be feasible."

6. Be Ready to Negotiate for Yourself

Ms. Madzel said that once you know your own needs, do research to understand what a reasonable compensation package is for a role, including salary and benefits. This information can come from 990s (the public tax documents filed by non-profits) that usually show the salaries of senior leaders. You can also ask friends in comparable roles to share their advice. "With recruiters, talk early and honestly about your compensation needs," she said. "It is perfectly acceptable to ask about the salary range in the first conversation with a recruiter, to avoid wasting anyone's time. If recruiters aren't involved in the search, ask about salary and benefits around the second set of interviews."

7. Don't Skip the Small Stuff

Every interaction is a piece of data for a recruiter, hiring manager or search committee. "Remember to check for typos, to respond to emails in a timely way, and to send thank you notes," Ms. Madzel said. "These small details can make or break someone's candidacy. If interviews take place remotely, dress professionally, and set-up your camera with a good angle and minimal distractions," she said. "Remember to say that you want the job and why. What will you bring to this role that no one else can?"

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Non-Profit Recruiting in the News...

Odgers Berndtson Seeks CEO for Earthshot Prize Organization



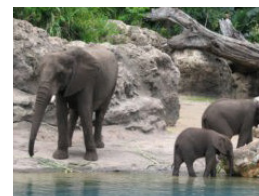
Odgers Berndtson has been chosen to find a chief executive officer to develop and lead an organization that will deliver the newly established Earthshot Prizes. Launched globally

from the U.K. by Prince William, the £50 million award program will celebrate those who are addressing the world's most pressing environmental challenges. "The Earthshot Prize is the most ambitious and prestigious environmental prize in history," said Odgers Berndtson. "It will convene the global community during this most decisive of decades and will inspire action to help repair the planet. Centered around five 'Earthshots'—clear, ambitious organizing goals for 2030—the prize will generate and celebrate innovative thinking, technology, leadership and solutions to address the world's most pressing environmental challenges."

Shelli Herman and Associates Recruits CEO for Fresno Chaffee Zoo

Los Angeles-based **Shelli Herman and Associates** assisted in the placement of Jon Forrest Dohlin as the new chief executive officer of Fresno Chaffee Zoo. He becomes the organization's eighth leader and will succeed retiring CEO Scott Barton with the transition expected

to take place in early 2021. The assignment was led Shelli Herman, president, and founder of the recruitment firm. Mr. Dohlin currently serves as the director of the Wildlife Conservation Society's New York Aquarium, a position he has held for the past 12 years. "We're pleased that Jon has agreed to join the Fresno Chaffee Zoo team, and I believe that the zoo's ability to recruit talent of his stature speaks to its importance to the people of Fresno as well as the international zoo and aquarium community," said Fresno mayor Lee Brand.



Ri Tapped by The Jed Foundation to Find Chief Medical Officer



Arlington, VA-based executive search firm **Development Resources inc. (DRi)** has been retained by The Jed Foundation (JED) to lead its search for a new chief medical officer. JED seeks an intellectually curious psychiatrist with experience working with

teens and young adults. The Jed Foundation is a non-profit that protects emotional health and helps prevent suicide in teens and young adults. DRi is an executive search and strategic consulting firm committed to helping non-profits. For over 15 years, the firm has served more than 350 of the most innovative and respected non-profit institutions operating at the local, national, and international levels. DRi has placed hundreds of executive leaders and worked side by side with them to adopt strategic plans, design fundraising programs and build staffs.

...More Non-Profit Recruiting in the News

Noetic Search Assists After School Matters in Finding New CFO



Noetic Search has assisted After School Matters (ASM) in the recruitment of Michael Bradley as its new CFO. Noetic Search was seeking a proven financial and operational strategist who has a successful track

record of fiscal integrity and strong management skills. Mr. Bradley checked all the boxes. Previously, he was chief financial officer of ACERO Schools. Before that, he was director of education options for Chicago Public Schools. ASM was founded in 1991. Since then, more than 300,000 teens have participated in the hands-on, project-based after-school and summer programs in the arts, communications and leadership, sports, and STEM (science, technology, engineering and math).

Koya Partners Recruits CEO for Big Brothers Big Sisters of America

Following a rigorous, national search in partnership with **Koya Partners**, Big Brothers Big Sisters of America has named Artis Stevens, chief marketing officer of National 4-H Council, as its new president and CEO. He becomes the organization's first black leader. Alison Ranney and Chartise Clark led the assignment. Mr. Stevens succeeds Pam Iorio, who announced early this year that she would be stepping down after six years in the role. "With the selection of Artis Stevens as the next CEO of Big Brothers Big Sisters of America, I see a very bright future for our mission," said Ms. Iorio. "Artis brings a wealth of non-profit experience, a passion for helping young people, and an open and authentic style that fosters respect and trust."



The LGBTQ Center Long Beach Taps McCormack+Kristel to Find New Leader



LGBTQ-focused search firm

McCormack+Kristel has been retained by the LGBTQ Center Long Beach to lead its search for a new executive director.

Founding partner Joseph McCormack is spearheading the assignment along with

senior associate Catie DiFelice. The successful candidate for this position will be a self-motivated, visionary leader desirous of creating services, opportunities and community for the LGBTQ people of the greater Long Beach and surrounding areas. "The ideal candidate will be a collaborative leader and skillful manager who exudes passion for the center's work and mission," said McCormack+Kristel. The search firm was started in 1993 as McCormack & Associates with the mission of recruiting senior leadership for the many research, advocacy and human services organizations growing exponentially in response to AIDS pandemic.



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