

LEADERSHIP PROFILE



Executive Vice President, Global Programs Heifer International Little Rock, Arkansas

“Heifer is the positive face of globalization.”

--Frances Moore Lappé, author of *Diet for a Small Planet*

THE ORGANIZATION

Heifer International is a global nonprofit organization whose mission is to work with community partners in the developing world to end world hunger and poverty and care for the earth. Heifer’s work is powerful and transformative.

Founded in 1944, Heifer has a unique, successful strategy of building self-reliant communities based on a core commitment to “passing on the gift” of an animal’s offspring. Heifer’s work has helped over 10 million families in 125 countries transform their lives, moving from aid recipients to gift-givers, from dependency to self-reliance. Participant families lift themselves and others out of poverty, across communities and generations.

Heifer has an annual budget of approximately \$120 million, with over 800 active projects in 53 countries. Learning Centers, including the newly-opened Heifer Village, provide interactive engagement with the causes of hunger, poverty and environmental degradation and teach simple, everyday solutions. Heifer has about 1000 employees in the U.S. and overseas.



“building strong foundations for nonprofits”™

Heifer's mission of human and community development is augmented by education and advocacy elements. In developed countries, Heifer works with schools, congregations, community groups and the general public to help them understand the causes and implications of global hunger, poverty and environmental degradation. Education and advocacy efforts inspire and engage social action.

Heifer's mission resonates with donors. Direct contributions from over 500,000 donors, primarily through the famous Heifer catalog and direct marketing, constitute 91.7% of Heifer's revenues. The organization is building its capacity to receive multi-lateral, governmental and foundation support. A four-year, \$42.8 million grant from the Bill and Melinda Gates Foundation is funding a project with poor rural farmers in East Africa.



A typical Heifer project consists of three components and follows Heifer's 12 Cornerstone principles. The three components are:

- Livestock and other material goods.
- Training and extension work, and influencing policies, systems and practices.
- Organizational development, which includes planning, management, record keeping, passing on the gift, reporting and evaluation.

Heifer's 12 Cornerstones

Passing on the Gift
Accountability
Sharing and Caring
Sustainability and Self-Reliance
Improved Animal Management
Nutrition and Income
Gender and Family Focus

on the

Genuine Need and Justice
Improving the Environment
Full Participation
Training and Education
Spirituality

At the outset of a project, Heifer helps community members analyze their situation – needs, current resources, and hopes for the future. Specific activities are planned. At this point, the Heifer “living loan” of livestock becomes reality, as farmers prepare for their animals through training, constructing sheds, and sometimes planting trees and grasses. The livestock brings benefits of milk, wool, draft power, eggs and ultimately offspring to pass on to another farmer.

Families and communities repay their “living loan” by donating one or more of their animal's offspring to another family in need. This practice of passing on the gift ensures project sustainability, develops the community and enhances self-esteem, as project partners become donors.

Heifer's programs are distinctive in both their design and delivery. In addition to the 12 Cornerstones, values and "passing on the gift" framework, Heifer strives to employ local nationals rather than ex-patriot leaders. In the U.S., Heifer's commitment to social action - engaging close to half a million people - is actualized, in part, through Learning Centers across the country. All of these factors, and more, differentiate the organization and contribute to unique, lasting impact. For more about Heifer, visit www.heifer.org.



THE OPPORTUNITY

A recent Western Michigan University study examined Heifer's work in 20 countries over a five-year period, concluding:

"It is beyond doubt that in all 20 of the countries we have examined, Heifer has brought large overall benefits to very large numbers of low income rural families."

--Evaluation Center of Western Michigan University

The EVP for Global Programs position is newly created

to oversee both Heifer's work in its international programs and its advocacy and education programming. This expanded role spans the full circle -- of transforming lives throughout the developing world, and of beckoning global citizens to engage in learning, social action and support.



This is a time of challenge, transformation and promise for Heifer. The long-serving EVP of International Programs is retiring. Each of the four regions (Africa, Central Eastern Europe, Asia-Pacific, Americas) has evolved strong, but somewhat distinct, programmatic approaches within the overall Heifer framework.

Heifer's private unrestricted support, which grew geometrically in the last decade and remains significant, has dropped during the recent economic downturn. It is critical that Heifer diversify revenue sources, adding more multi-lateral, foundation and governmental fundraising as well as major gifts.

Growing and scaling Heifer's programs is a significant priority. Recent economic challenges, as well as structural and systemic changes within Heifer, make this an ideal time to enhance scope, synergies, unity and impact.

As communities and countries where Heifer works mature in their development, the EVP will help define pathways toward sustainable,

autonomous programming as well as indigenous governance and fundraising models that preserve Heifer quality and values.

The EVP will advance the cohesion, unity, scale, efficacy and impact of Heifer's work. The EVP will have genuine passion for Heifer's mission, program model and project participants. The EVP will inspire, elevate and unify international programming and link more closely with Heifer's education and advocacy programs. She or he will build and align the global team, and help accelerate the organization's resource diversification. Reporting to the Chief Operating Officer, the EVP of Global Programs is charged with taking Heifer to the next level of excellence in its international and domestic programs.

Heifer has a bold vision for the future. The organization is aligned around six 2012 organizational goals, which tie the mission directly to Heifer's transformational strategic plan. The organization has also established three-year goals that translate multi-year goals into tangible, trackable results.



The vision of Heifer International is a world of communities living together in peace and equitably sharing the resources of a healthy planet. The mission of Heifer is to work with communities to end hunger and poverty and care for the earth.

Six Organization-Wide 2012 Goals

1. *Families*
Between 500,000 and 700,000 families have been directly assisted to achieve sustainable livelihoods.
2. *Revenue*
Heifer has achieved total annual operating revenue of between \$110 million and \$150 million from diverse sources with net funds increased by 7%-15%.
3. *Education*
Between 1 and 1.5 million individuals have taken social action supporting Heifer's mission.
4. *Advocacy*
Policies, practices and systems have been changed in support of small resource farmers in countries where Heifer works.
5. *Operational Excellence*
Heifer operates globally with best-in-class transparency, efficiency and accountability as judged by independent rating agencies and surveys.
6. *Brand*
Heifer has achieved aided brand awareness of at least 25% among core U.S. constituents leading to greater identification with and support for the Heifer brand.



Heifer’s four priority areas for 2010 are:

- Building sustainable livelihoods and food systems.
- Promoting knowledge, skills and power.
- Influencing policies, systems and practices.
- Instituting organizational change.

THE RELATIONSHIPS

The EVP of Global Programs will report to the Chief Operating Officer of Heifer and be part of the Senior Leadership Team. The EVP will manage a team of over 700 professionals, some at headquarters, the majority in the developing world and at domestic Learning Centers.

Reports to:	Chief Operating Officer (COO)
Manages direct reports who oversee global Programs in the developing world and the U.S., including:	<ul style="list-style-type: none"> • Four International Programs Area Vice Presidents • Vice Presidents of Education and Advocacy • Senior Director of Planning, Monitoring & Evaluation • Senior Director of Programs Administration
Other key relationships include:	<ul style="list-style-type: none"> • Heifer Country Directors and partners • CEO and key volunteer leaders including Board members • Colleagues including the EVP of Marketing & Resource Development, the CFO, the VP of Human Resources, Executive Office Director & Board Liaison • Peers at partner and colleague organizations

THE LOCATION

The EVP position is based at Heifer International headquarters in Little Rock, state capital of Arkansas. Heifer's headquarters building earned the Platinum Leadership in Energy and Environmental Design (LEED) award. Additionally, Heifer has offices throughout the U.S. and in over 50 countries.



Forbes ranked Little Rock within the top 25 metropolitan areas for business. The city is home to major corporations, campuses and nonprofit organizations including the William J. Clinton Presidential Library. Information at www.LittleRock.com.

THE RESPONSIBILITIES

The EVP of Global Program's mandate is exciting, wide-ranging and challenging. The new EVP has the opportunity to take Heifer's Global Programs leadership, strategy, scope, scale and results to the next level. The EVP will bring vision and significant experience in international human development. She or he will have held leadership, management and on-the-ground positions relevant to Heifer's mission. The EVP will have a vision for how education and advocacy can enhance, leverage and work synergistically with international development.

The EVP will have and inspire passion for Heifer's mission, model and participants. He or she will unite and engage diverse, high performing teams across geographies and functions. The EVP will have demonstrated success with resource acquisition, including multi-lateral, foundation and governmental grants. The EVP will bring critical assets including the ability to:



Lead, inspire and elevate Heifer's global human and community development work.

The EVP will be a compelling, visionary professional with deep, broad accomplishment in international sustainable development. The EVP's vision

and leadership will elevate alignment, synergies, performance and impact across Heifer's programs and geographies, and across the organization.

The EVP will drive common vision and strategies for scaling and increasing the scope and impact of Heifer's



rural development initiatives. He or she will foster a culture of innovation, collaboration, openness, learning, accountability and high performance. The EVP will lead evaluation and implementation of best practices.

Among the EVP's challenges will be determining the right mix of programs - direct service, education, advocacy - that synergistically reinforce each other to best drive greater mission impact. As Heifer grows as a truly international movement, it will need to refine its "exit strategy" and governance model for times when its work is complete and can be sustained locally. The EVP will provide leadership for resolving these and other complex issues.

Manage and enhance the team, quality, execution and impact of Heifer's work. The EVP will drive program cohesion, innovation and accomplishment, and will build a collaborative, world-class team. Translating Heifer's goals into clear strategies, plans and tactics, the EVP will develop management approaches and processes that drive consistency and results, and that knit together a geographically and culturally diverse team.



The EVP will be an outstanding manager of the Global Programs team, business, processes and infrastructure. He or she will be skillful at change management and organizational development. The EVP will implement effective financial, budgeting, reporting, communications, measurement and evaluation, and accountability systems.

Expand Heifer's program capacity and resources. Heifer has been uncommonly successful at building its brand and raising private resources. A particular challenge for the EVP will be establishing a business model and processes to support institutional fundraising, a relatively new area for Heifer. The EVP will bring a significant track record of achievement in complex international program environments, and will have experience with resource mobilization from diverse sources.

As the organization grows in scope and scale, it will be important to preserve the things that make Heifer unique, including its model, values and 12 Cornerstones of human and community development.

The EVP will work effectively with Heifer's Marketing & Resource Development team to develop institutional gifts as well as gifts from major corporate and individual donors. She or he will have proven ability to work collaboratively with fundraising professionals to acquire and implement large grants, and a passion for connecting project participants and donors by sharing stories that

demonstrate Heifer's impact. The result will be sustainable, year-round funding and growth in both restricted and unrestricted support.



Lead Heifer's programs to educate and engage the public in social action. The EVP will bring passion and experience related to education and advocacy, and will proactively infuse the principles, values and learnings of international programs. He or she will design and implement high-impact ways to link and leverage Heifer's educational programs, including the Learning Centers, to build a constituency in support of global humanitarian work, and to engage people in social action.

Play a positive, proactive leadership role for the total organization. The EVP will bring a strong, energetic leadership style and work well with the CEO, COO, Senior Leadership Team and others throughout Heifer to advance the organization's goals, opportunities, alignment and integration.

The EVP's passion for Heifer's mission, values and unique approach will be energizing and motivating to internal and external audiences. The EVP will be a compelling Heifer representative, collaborator and partner. She or he will be a superb relationship builder, strengthening collaboration and passion for the mission within Heifer and beyond.

THE CANDIDATE

The ideal candidate is a strong, experienced and visionary leader of global programs, with a significant track record of innovation and success.

Passion for Heifer's mission of empowering the world's most resource-limited people to transform their lives, using Heifer's unique "passing along the gift" approach, is essential, as is appreciation for diversity of all kinds. Fluency in more than one language is desirable.

Personal assets will include high energy, excellent listening and relational skills, and confidence born of authentic ability. Assets being sought include:

- Proven ability to engage, manage, motivate and unite staff around common goals and strategies, and to drive teamwork and results across functions, geographies and work groups.
- Open mindedness, and ability to create an environment that welcomes feedback, discussion and new ideas. Flexible and encouraging of innovation and new directions, within the framework of Heifer's mission and focus.



- Ability to engage the team in decision making, to build consensus--*and* to make tough strategic decisions, even when they may be unpopular.
- A bias to action, continuous learning, improvement and results.
- Knowledge of change management and organizational development strategies.
- A penchant to persevere and achieve quality results regardless of obstacles.
- The instinct to prioritize organizational mission, effectiveness and collaboration over personal agendas.
- Strong emotional intelligence, listening and management skills.
- Analytical skills, and the ability to create effective systems, processes and accountabilities.
- A sense of humor.
- Ability to communicate clearly and persuasively in formal and extemporaneous settings, and to convey passion for Heifer's mission.

Compelling candidates could come from a variety of nonprofit contexts, and will bring significant leadership and experience in international humanitarian work. Heifer is an Equal Opportunity and Affirmative Action employer, and a diverse slate of compelling candidates is being sought.

For potential consideration or to suggest a prospect, please email

Heifer@BoardWalkConsulting.com

or call

Kathy Bremer or Joan Schlachter at 404-BoardWalk (404-262-7392).

For the current status of this and other searches, please visit

www.BoardWalkConsulting.com
