



**An Invitation to Apply for the Position of
President and Chief Executive Officer**

**Heifer Project International Inc.
Little Rock, Arkansas**

“These children don’t need a cup, they need a cow.”
- Dan West, Heifer Founder

Search Summary

Heifer Project International Inc. (“Heifer”), a nonprofit, worldwide, humanitarian assistance and development corporation that works with community partners to end hunger and poverty and to care for the earth, is seeking a President and Chief Executive Officer (“CEO”). Founded in 1944 and dedicated to a compelling, successful strategy of building self-reliant communities based on a core commitment to “passing on the gift”, Heifer has transformed the lives of millions of impoverished families throughout the world. Backed by a resourceful Board of Directors, supported by an outstanding international team of employees and volunteers, and funded by a passionately loyal and proud cadre of donors, the next Heifer CEO will have an exceptional opportunity to lead a movement that transforms the poorest people in the world from recipients into gift-givers, from dependency to self-reliance, and from the disenfranchised to agents of long-lasting change.

Over the past sixty-six years, Heifer, which currently has an annual budget of approximately \$120 million and a staff approaching 1,000 worldwide, has helped 10.5

million families in more than 125 countries improve their quality of life and move toward greater self-reliance. Heifer helps build strong communities because each project participant agrees to pass on the gift of animal offspring, training and skills to another family in need. The most recent President and CEO, Jo Luck, who first joined Heifer in 1989, has stepped down after serving as CEO for over 17 years, and will now chronicle her leadership and the success of Heifer in a new book in yet another Heifer-inspired “passing on of the gift” for others to emulate. Under her skilled leadership, Heifer grew from a \$7 million annual budget to its current budget of over \$100 million per annum. Currently, Charles Stewart, a past Chair of the Heifer Board of Directors, is serving as its Interim President and CEO.

Among the wide constellation of U.S.-based, foreign and transnational organizations, many of which are much larger than Heifer, that address hunger, poverty, human misery, health, ecological preservation and community development challenges, Heifer is remarkable and singular in tying its mission to transform the world to its transformational strategic program. Similarly, Heifer’s next CEO will be a singular and remarkable leader who understands this transformational imperative and inspires others to embrace its value internally and externally. This is a rare and challenging opportunity for an innovative, visionary leader to take the helm of a rapidly growing international humanitarian organization with a powerful mission. The position calls for global vision, intellectual rigor; administrative and financial acumen; entrepreneurial drive; and a passion for empowering people around the world.

The ideal candidate will have served in a senior leadership position preferably in an international context. Successful candidates will demonstrate an impressive, substantial track record in fund-raising, partnership-building, management and organizational development problem-solving. A passion for Heifer’s core values and dedication to sustainability, self-reliance and personal and community empowerment are essential.

The Heifer Board of Directors, acting through its Executive Committee, has retained Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document. Additional information about Heifer can be found at www.heifer.org.

The Heifer History, Philosophy and Record of Achievement

Heifer International began when a Midwestern farmer named Dan West was ladling out rations of milk to hungry children during the Spanish Civil War and realized that “these children don’t need a cup, they need a cow.” West, who was serving as a Church of the Brethren relief worker, was forced to decide who would receive the limited rations and who wouldn’t – literally, who would live and who would die. This kind of aid, he knew, would never be enough.

West formed “Heifers for Relief”, dedicated to ending hunger permanently by providing families with livestock and training so that they “could be spared the indignity of

depending on others to feed their children.” In 1944, the first shipment of 17 heifers left York, Pennsylvania, for Puerto Rico. Each family receiving a heifer or other farm animals like goats, pigs, and rabbits, agrees to “pass on the gift” and donate the female offspring to another family, so that the gift of food is never-ending. This simple idea of giving families a source of food and income, rather than short-term relief, caught on and has continued for over 60 years.

Heifer’s mission is not to feed the hungry and provide relief to the poor, as worthy as that goal may be. Instead, Heifer’s mission is to end hunger and poverty and care for the earth. There is a difference. Heifer’s mission is about transforming both the giver and the receiver. The transformation of communities from dependency to independence and from want into self-reliance is clear. Equally important is the transformation of the donors. A large part of Heifer’s success and growth is based on the way in which Heifer has captured the imagination and goodwill of donors – largely small-dollar contributors who see their gift as part of fundamental and permanent change. Thousands of Heifer donors and volunteers are themselves transformed by their gifts in a manner unlike any other charitable organization. This recognition of stewardship, responsibility and respect for all people and for the earth is shared by all members of the Heifer community from its Board and CEO to its staff, volunteers, donors, partners and newly empowered families across the world.

Heifer’s development model is built upon its “Cornerstones for Just and Sustainable Development.” These principles map a course for people who are on the road to self-reliance. These “Cornerstones” stimulate group wisdom and personal insights, and they keep people's hearts, minds and actions balanced, focused and productive. Together, they form the acronym **PASSING GIFTS** and echo the quintessential Cornerstones and trademark practices that make Heifer unique and its projects sustainable:

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

Ever since Dan West, came up with the phrase "not a cup, but a cow," Heifer's approach to providing global assistance to struggling communities worldwide has been characterized by long-term development, rather than short-term relief.

A typical Heifer project consists of three essential components:

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

First, Heifer helps community members analyze their situation. They ask: What do we need? What are our resources? What would we like to see happen in five years? Then, they plan specific activities to achieve their goals. At this point, the Heifer “living loan” becomes reality. Farmers prepare for their animals by participating in training sessions, building sheds, and sometimes planting trees and grasses. Then the livestock arrives – bringing with it the benefits of milk, wool, draft power, eggs and offspring to pass on to another farmer. Finally, the group evaluates its progress, and the cycle repeats as the group moves to more and more ambitious goals, each time visioning, deciding, implementing and reflecting.

Every family and community that receives assistance promises to 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 community and enhances self-esteem by allowing project partners to become donors. This is Heifer’s sustainable approach to ending hunger and poverty – one family, one animal at a time. It’s not temporary relief. It’s not a handout. It’s securing a future with generations of people who have hope, health and dignity.

Programs and Services

International. In its core humanitarian assistance and community development work, Heifer is currently managing over 800 projects in 53 countries, including these illustrative examples:

In Nepal Heifer works with 8,900 families to improve nutrition and community development. Project participants receive training on Heifer cornerstones, group management, animal health and management, vegetable farming, gender equity, values based literacy and other matters of environment, fodder forage, health, and sanitation.

In Cambodia Heifer provides pigs, poultry and fish to a total of 700 families in four communities. A total of 32 self-help groups, made up entirely of women, will be formed in the targeted communities. The project also aims to select and train 8 village animal health workers, with women accounting for at least 50% of those trained.

In Slovakia, the goal of this project is to help the homeless, disabled and abused women and children residing in the Institute of Kristus Velknaz or IKV to become self-reliant for food and income. Heifer will provide 10 milk/meat Holstein cows to be raised on

IKV's 80.67 hectares of land. Milk, dairy products, and meat from the cows in IKV will be used for meal preparation for approximately 160 residents.

Honduras struggles as the second-poorest country in Central America. But a Heifer project is improving food security for 2,385 poor farmer families from 80 communities in southern Honduras. This project will focus on farm diversification, agro-ecological practices, establishment of local markets and values-based training.

In Zambia, a five-year effort will improve the lives of many families living in poverty. These families are displaced mineworkers, facing high unemployment rates and food shortages. Through the work of this project, Heifer will not only provide the lifesaving livestock these families need but also provide them with valuable agro-ecology skills and training in marketing and sustainable agriculture. In two short years, 502 families will have attained food security through increased livestock and food crops production and by the end of 2012, 80% of the participants will have doubled their household income from the sale of extra crops and livestock products.

The East Africa Dairy Development Project is an exciting partnership among Heifer, the Bill & Melinda Gates Foundation, TechnoServe and the International Livestock Research Institute that is now in the second year of its four-year start-up phase. This Project will provide the means for poor, small-scale farmers in Kenya, Uganda and Rwanda to participate profitably in the growing dairy industry in East Africa. Supported by a \$42.8 million multi-year grant from the Bill & Melinda Gates Foundation, the EADD Project is intended to move 179,000 small-scale farm families out of poverty by improving the quantity and quality of milk production, providing access to markets through local hubs of business services and chilling plants, and linking producers to large formal markets through processors. Moreover, the farmers will have an ownership stake in the processing activities and businesses. In addition, demand and consumption will be augmented through improved quality and marketing. The partnering organizations have begun discussions about the next phase of the Project.

Domestic Programs. Heifer is also assisting families and communities in the United States.

In Maine farmers who come from other parts of the world are supported by Heifer and its National Immigrant Farming Initiative.

In Arizona and New Mexico Heifer is partnering with Navajo communities to bring sheep to revive the traditional weaving crafts and industry to these native people.

In Kentucky children are being taught by Heifer to manage farms and livestock and rekindle the opportunities of a small-scale agricultural economy.

Educational Programs such as these are also a fundamental part of Heifer's strategic initiative:

Heifer Study Tours are specialized expeditions through spectacular geography and unique ecosystems to visit remote villages and isolated peoples. A Heifer Study Tour goes beyond sightseeing. It is a journey into the daily lives of extraordinary people. Participants visit with the farmers and families who are working with Heifer to improve their lives. All of Heifer's Study Tours let participants observe Heifer's model of sustainable development in action. While projects vary widely, visitors might see a bio-gas unit generating power from manure in China, meet the alpacas that help farmers subsist in the fragile high altitudes of Ecuador or see families harvest honey from their bee colonies in Poland. Some tours focus on specific issues like gender equity, agro-ecology, HIV/AIDS, animal well-being, microenterprise and education.

Heifer Village has been dedicated by Heifer as the centerpiece of its efforts to raise public awareness of practical solutions to hunger and poverty. A hands-on, global education facility, Heifer Village is home to interactive exhibits that provide a stimulating and challenging educational experience for people of all ages. Heifer Village also features an outdoor commons area and a state-of-the-art conference hall where international academic experts and thought leaders, Heifer staff and visitors will learn from each other as well as directly from those achieving self-sufficiency around the world.

Educational Services. Heifer provides sustainable development education resources and opportunities for all ages. These programs and materials include:

- Experiential Learning Opportunities - Heifer offers site-based learning opportunities in Arkansas, Massachusetts, Maryland and Michigan.
- Global Education Resource Kits – These kits are based on national educational standards for Pre-K through sixth graders and put a new spin on courses like English, geography, science.
- Global Education to Improve Tomorrow (Get IT!) – Get IT! teaches middle school students about their roles as consumers and the effects their choices have in the global marketplace, while emphasizing reading comprehension, audience-based writing, high-level thinking and research strategies.

World Ark is Heifer's educational outreach publication. It is published hard copy and online four times a year and provides updates on Heifer projects in different countries, information on sustainability and agricultural diversity, tips for "green" living and lessening environmental impact.

Advocacy. The Advocacy Program at Heifer International developed out of the recognized need by the Board of Directors to narrow the gap between the effective outcomes of Heifer community projects and the increasing numbers of people living in hunger and poverty. An organization wide goal for advocacy has been identified focusing on changing policies, practices and systems in support of limited resource farmers in countries where Heifer works.

To achieve this goal, a global advocacy program is developing with input from Heifer's country programs' advocacy priorities. This program also considers US government

activities that have impact on the world and global issues such as food security, climate change, land and livestock management.

The advocacy program works to achieve one voice with local and national governments, inter-governmental agencies such as the UN and industry groups that impact large numbers of consumers. A global campaign (local, regional, national and international) is one of the objectives for FY11 which will incorporate three thematic areas: local food systems, equity in women and men leadership, and livestock/land systems for limited resource farmers

Heifer Offices. Heifer is committed to improving the environment by promoting agro-ecological practices that protect and enhance natural resources. The world headquarters building in Little Rock reflects this commitment. Finished in March 2006, this “green” headquarters has been awarded Platinum LEED certification, the U.S. Green Building Council’s highest honor for environmental responsibility and represents Heifer’s commitment to promote sustainable solutions that protect water quality, natural resources and the environment.

In addition to the world headquarters building, Heifer currently has offices in 12 U.S. states and has three learning centers in Ceres, CA, Perryville, AR and Rutland, MA that provide exciting experiential learning opportunities for youth and adults.

Heifer has field offices around the world that work in partnership with a large network of local non-governmental and grassroots organizations. Heifer recruits field staff from the project countries they represent, ensuring that they speak local languages and dialects, understand local cultural constraints and opportunities and have a variety of technical skills that help project participants confront the challenges they encounter.

Heifer’s Structure, Governance and Strategic Plans

Heifer Project International Inc. is an I.R.C. Section 501(c)(3)-exempt, non-profit corporation headquartered in Little Rock, Arkansas. There are approximately 270 employees located in the United States and 650 employees outside the United States.

Heifer’s annual FY 2010 operating budget is approximately \$120 million. Direct contributions from over 500,000 donors make up 91.7% of Heifer’s revenue. Individuals make up the largest percentage at 69.2% of contributions with businesses and organizations making up 13.2% and congregations making up the other 9.3%. The remaining portion of revenue (8.3%) is comprised of government and institutional support, educational programs and events and material sales.

Founded in 1990 by Heifer’s Board of Directors, the Heifer Foundation has developed, and continues to manage, an endowment, currently valued at approximately \$60 million, to support the work of Heifer. In 2001, the Heifer Foundation became a separate 501(c)(3) organization with its own Board, CEO and staff. While Heifer Foundation and Heifer are separate, non-profit, charitable organizations with distinct purposes, they are global

partners that work closely together to support a common mission while meeting the unique individual needs of donors.

Heifer is governed by a 19-member Board of Directors. The Board includes five Covenant Agency Directors (one appointed by the Church of the Brethren, and four appointed by the Covenant Agency Committee), seven At-Large U. S. Regional Directors, five At-Large International Regional Directors (representing Africa, Latin America/Caribbean, Asia/South Pacific, North America, and Central and Eastern Europe) and the Chair and Vice-Chair of the Heifer Foundation. Directors may serve two consecutive three-year terms. The President and CEO reports to the Board of Directors.

In 2008, Heifer adopted a major staff leadership reorganization plan and created the position of Chief Operating Officer (COO). The current COO is Steve Denne, who brought over 25-years' experience at the American Red Cross when he joined Heifer's leadership in mid-2008. The COO reports to the President/CEO and is responsible for leading and coordinating the seven-member Senior Leadership Team, which includes the Chief Financial Officer, the Executive Vice President of Programs, and the Executive Vice President for Marketing and Resource Development. This reorganization consolidates the day-to-day functional and program leadership within the office of the COO, allowing the CEO to focus on the challenges and opportunities described below.

Heifer's activities in recent years have been directed by plans outlined in Board Ends Statements, the Heifer Strategic Plan (HSP), and goals for Heifer's fundraising campaign, "Hope for the Future." Each of these plans has reached a major milestone. The Hope for the Future Campaign set goals related to the number of families assisted and total revenue by 2010, both of which have already been exceeded. The timeline for the HSP Ends in 2010 and the priorities of the Heifer Strategic Plan have been broadly adopted across the organization. In March 2009, Heifer's Board of Directors reviewed and refined the Ends. The progress made in each of these has provided Heifer's Senior Leadership Team (SLT) with the opportunity to review Heifer's approaches to planning.

To sharpen its focus, facilitate alignment and maximize mission accomplishment, the SLT is instituting a multi-year rolling plan with three-year goals that translate the Board Ends into tangible results in a defined time period. These goals and plans build on the directions set in the Heifer Strategic Plan and serve as its successor. The three-year goals and associated plans to aim:

- Direct and prioritize activities and resource decisions
- Provide the basis for divisional, departmental and team operational plans and employee work plans and performance objectives
- Align divisional plans to the six goals (see below) and ensure clear divisional performance measures
- Be explicit about interdependencies and integration across divisions
- Increase organizational stability and sustainability by enabling a clearer projection of resources over a multi-year horizon
- Build a more robust and responsive organization with greater mission impact

Heifer's specific goals and plans for FY 2010–2012 are:

GOAL 1: **Families** - By June 2012, between 500,000 and 700,000 families have been directly assisted to achieve sustainable livelihoods.

GOAL 2: **Revenue** - By June 2012, Heifer has achieved total annual operating revenue of between \$110 million and \$150 million from diverse sources with net funds increased by 7% - 15%.

GOAL 3: **Education** - By June 2012, between 1 and 1.5 million individuals have taken social action supporting Heifer's mission.

GOAL 4: **Advocacy** - By 2012, policies, practices and systems have been changed in support of small resource farmers in countries where Heifer works.

GOAL 5: **Operational Excellence** - By 2012, Heifer operates globally with best-in-class transparency, efficiency and accountability as judged by independent rating agencies and surveys.

GOAL 6: **Brand** - By 2012, Heifer will achieve aided brand awareness of at least 25% among core U.S. constituents leading to greater identification with and support for the Heifer brand.

The Challenges and Opportunities for the President/CEO

The next CEO of Heifer will lead the organization in its emerging role as a leader in the evolving movement to end poverty and world hunger and to care for the earth's resources by empowering people across the globe. Heifer has grown dramatically in the past decade, and the overarching challenge for Heifer's next leader will be to continue to expand Heifer's financial, human and knowledge capital and apply these unparalleled resources in a way that has the greatest impact in achieving its transformational mission, while always promoting the "Heifer Heart" – that shared passion for stewardship, responsibility and respect for people and the earth that are embraced in the principle of Passing on the Gift. Within that overarching challenge are the following specific challenges and opportunities facing Heifer and its next CEO.

Resource Development and Diversification

Heifer has a very successful fund-raising program that connects over half a million individual donors to its transformational mission in a direct and emotional manner. The challenge going forward will be to match the resources to the enormous unmet need without jeopardizing that personal direct donor connection to the organization. The current program will have to be scaled up to meet the challenges of global hunger and poverty that already exist and that will grow in the coming years.

A key element in raising funds will be diversification of revenues, particularly in seeking and securing major investments from foundation, corporate and government funding sources, as well as from major individual donors and family foundations. Of course, governments, corporations and foundations give to advance their own agendas, and Heifer's CEO must find those institutional initiatives that align well with Heifer's principles, rather than engage in a "money-chase." The CEO needs to understand the motivations and aspirations of these organizational funders which may be different from Heifer's traditional, individual donor base.

Large major donors expect a close relationship with the CEO, and the successful CEO for Heifer will be called upon to nurture and develop those relationships. Philanthropic investors on the institutional side look for metrics that demonstrate impact and efficacy, and the CEO needs to develop a rigorous system of program evaluation that presents a compelling case to these results-oriented donors that Heifer is an exceptionally productive investment in eliminating hunger and reducing poverty across the world. Heifer requires a CEO who can both inspire individual donors by connecting them emotionally to the Heifer programs, and at the same time attract institutional philanthropy by demonstrating clearly measurable success.

The goal here is to find a CEO who has the vision, courage and capacity to greatly expand Heifer's revenue in the next several years to meet the ever-growing challenge of poverty and hunger throughout the world.

Resource Deployment and Program Balance for Maximum Impact

Raising money is only one-half of the resource challenge. These expanded resources need to be deployed in a manner that has the greatest impact on Heifer's mission to end poverty and hunger in the world. The CEO needs to analyze results and leverage those programs and people within the organization that produce maximum results, holding all accountable for the resources they have been asked to manage. Among other aspects of this challenge is building the capacity of the Heifer staff and finding, developing and retaining the finest talent that Heifer can engage in addressing its mission by recognizing and rewarding excellence. Similarly, Heifer has to gather the best data it possibly can to efficiently deploy its resources where these resources can do the most good.

Heifer needs to do more of what it does best. That's elementary. But determining what Heifer "does best" cannot be based on intuition or tradition, but must be based on data that measure results.

A related challenge is determining the right mix of programs that synergistically reinforce each other in a way that leverages greater impact on the broad mission to end poverty and hunger and care for the earth. Finding the proper, mutually-reinforcing balance between direct service, education and advocacy that in combination advance the movement to end world hunger requires both judgment and patience, and a good measure of courage. For example, how much of Heifer's treasure should go into advocacy so that its vast network of serious, committed donors are engaged in changing public policy at the national and

international level, thereby enabling Heifer's direct program work to achieve maximum traction? Would a dollar spent on educating consumers that simple lifestyle changes can have a profound and valuable effect on poor children in Africa be worth the transfer of that dollar from direct services to education?

The CEO will be asked to decide these questions of program balance and resource deployment. S/he has to be equipped to ask the salient questions, exercise wisdom, and display both courage and compassion in implementing these decisions which inevitably will upset one side of the debate or the other. The CEO will have to be able to clearly and convincingly articulate why a dollar spent in program A versus program B makes more sense in advancing the mission of the organization.

Leveraging Resources and Applying the Cornerstones to Large-Scale Opportunities

On every continent in virtually all cultural contexts, Heifer has perfected programs that leverage modest gifts from individual donors and apply Heifer's "Cornerstones for Just and Sustainable Development" to lift poor people to self-sufficiency through small-scale agricultural projects. Given the future challenges of ever-increasing poverty, hunger and environmental degradation facing our planet, which are exacerbated by the classic market-based, laissez-faire competitive model of the highly developed economies, Heifer's mission demands the creation of large-scale programs that leverage major gifts from sophisticated institutional funders and apply the Cornerstones to these economic opportunities, such as it is doing with its partners in the East Africa Dairy Development Project.

The next Heifer CEO will be expected to lead and inspire a highly creative and deeply committed team to figure out exactly how to take Heifer's successful programs and principles to scale. These will not replace the existing development, educational and advocacy programs, but supplement them with programs that provide pathways for poor people to travel from subsistence to substance and from the margins into the mainstream of their agricultural economies.

Part of the challenge includes applying the communitarian commitment to "Passing on the Gift" in the context of building productive businesses and markets. How does a community pass on the gift of a dairy, for example? Because of its successful track-record of developing the poorest communities in the world into productive agricultural enterprises, and because of its commitment to responsible communal action, Heifer is well positioned to meet this challenge. However, it will take an exceedingly visionary leader to assemble the talent and knowledge to essentially invent a new economic model that supplements classic, market-based principles with the Cornerstones and thereby expands the circle of "winners", rather than concentrating economic power into fewer and fewer hands.

Globalization and Passing on the Gift of Governance

As Heifer succeeds in a country or region, it needs to develop an “exit strategy” that allows Heifer to move to other areas where the need may be greater, while leaving in place its experience and program base that will continue to sustain the families in that region. Similarly, as Heifer’s fund-raising program develops resources from individuals, corporations, foundations and governments in foreign countries, Heifer will have to find a way to accommodate the natural desire of those donors to have some control over the locally-generated resources. These are the challenges of globalization that will accompany the growth and maturation of Heifer from a largely U.S.-based charity to a truly international movement that adopts Heifer’s successful model.

Essentially, Heifer itself has to follow its own principle and “pass on the gift”, enabling donors, development professionals, humanitarian assistance practitioners, project managers, educators and advocates in these foreign countries to assume responsibility for their own futures. This is not easy, and other global enterprises have all tried, and many have failed, to develop models of replication without losing their essential character. Institutions as varied as the Roman Catholic Church in the Middle Ages, to Coca-Cola in the 20th century to Greenpeace International in our own day have developed different global governance models. Heifer is at a point now where it has to find a model that expands its impact and advances its mission in a global context.

Determining what elements are fundamental compared to which programmatic elements are adaptable constitutes the essence of this challenge. This long-term challenge, well outside the day-to-day challenge of operating Heifer, is one that the CEO together with Heifer’s Board needs to address. A CEO who has experience in navigating the shoals of international cooperation and effective partnering will have a definite advantage in meeting this challenge and opportunity.

Strengthening the Heifer Brand Around a Transformational Model

Heifer is not the largest humanitarian assistance organization on the planet, nor should that necessarily be Heifer’s goal. The key element in expanding Heifer and advancing its mission is in distinguishing itself as an agent of change and empowerment, which is different from institutions that feed, clothe and house people. The picture of a teenage boy with a Heifer cow, or an elderly woman with a small herd of Heifer goats or a young mother with a flock of Heifer chickens immediately evokes the image of enterprise and self-reliance that is Heifer’s hallmark, or in today’s parlance, its “brand.” As already noted, other, larger organizations have the capacity to feed more hungry people in a day or a month than Heifer. Instead, Heifer’s brand embraces a transformational model and strategy. The integration of a transformational mission to end hunger and a transformational strategy to encourage self-reliance distinguish Heifer from its sister humanitarian organizations.

Heifer itself is at its best when this transformation occurs internally as well as externally amongst its program recipients. Heifer donors readily admit that their lives have been

changed by contributing to Heifer. Heifer staff members feel equally transformed. Understanding the power of this transformation on the lives of all in the Heifer community and, frankly, exploiting that power to advance the Heifer mission is the foremost challenge for the next Heifer CEO. The challenge and tremendous opportunity here is for the next CEO to build on the successes of Jo Luck and the Heifer Board and staff and strengthen its transformational brand.

The goal is for more people to hear about Heifer and additionally to know how and why Heifer is different from the better known humanitarian assistance organizations. The next CEO will be called upon to grow and change Heifer without losing the “Heifer Heart” by applying Heifer values to new situations and opportunities.

Qualifications and Experience

Although no candidate will embody all of the desired qualities, the successful candidate will bring many of the following qualifications and personal attributes:

Professional Qualifications

- Previous experience in a leadership position in a medium to large-sized (\$100+ MM) growing, global organization. Knowledge of the complex global, political, economic, cultural, and religious dimensions of today’s world.
- Experience with the NGO/PVO approach and knowledge of hunger organizations, global sustainable development and international experience essential.
- Experience leading a team of professionals in a highly diverse, multi-cultural environment. Proven team leadership and supervisory skills with the ability to recruit, motivate, inspire, train and work cooperatively with a large, geographically dispersed and diverse staff, in planning and implementing development programs and projects.
- Experience with reporting directly to and working with a governing Board of Directors. Ability to work with Boards comprised of individuals with diverse backgrounds, personalities and accomplishments.
- Strong business acumen. Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods and coordination of people and resources.
- Ability to relate comfortably with individuals and groups at many levels and across many cultures.
- Excellent writing and public speaking skills. Ability to communicate passionately, clearly and concisely, both in writing and orally on potentially controversial or complex topics and be comfortable with both formal and extemporaneous presentations.
- Direct (or transferable) experience in raising money and managing fund-raising programs from a variety of sources.
- Ability to think critically, using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

- Demonstrated ability to establish strong working relationships with national and international agricultural, rural development, and natural resource organizations.

Personal Qualifications

- Ability to represent Heifer with authenticity and passion. A strong, charismatic presence that imparts credibility, trust, integrity, and enthusiasm.
- Commitment to the mission and values of Heifer.
- Good listener and consensus builder who can balance diverse agendas and points of view while maintaining on all fronts a sense of common purpose.
- A catalyst that can anticipate and act on events which may create benefits for Heifer.
- Superb interpersonal skills with an impressive and long history of forging strong relationships with diverse constituencies.
- A management style that is open, collaborative yet results-oriented; respects the capabilities and independence of staff members while holding them accountable to the highest standards.
- A talent for recruiting, developing and inspiring staff; and a commitment to the professional growth of staff.
- Ability to travel, both locally and internationally, as needed.
- Resilience and stamina for the task at hand, mature, with a sense of humor, and ability to maintain balance and perspective.

TO APPLY

All inquiries, nominations, and applications should be directed in confidence to:

Jackie Mildner
 Managing Associate
 1875 Connecticut Avenue, NW
 Suite 710
 Washington, DC 20009
 202-216-2278
 202-682-1272 fax

Electronic submission of materials (cover letter and resume) is strongly encouraged. Please submit to: 4008@imsearch.com

Heifer International is an equal opportunity, affirmative action employer and is strongly committed to diversity; women and minorities are especially encouraged to apply.

Addendum

Heifer's Measure of Success

Western Michigan University: Heifer's benefits *'beyond doubt'*

"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."

So say evaluators from the [Evaluation Center of Western Michigan University](#), one of the nation's leading evaluation institutions, following five years of study of Heifer International projects in 20 countries.

Heifer International kicked off the cycle of evaluations in 2005 to measure the impact of its work and determine whether or not efforts by staff and volunteers and generous gifts from donors were contributing to making a difference in the lives of the families with whom Heifer works.

The findings were clear: the benefits are real and life changing.

According to the evaluators' summary: "In particular, there are always substantial benefits wherever the elements of basic human needs are in short supply ... the needs for adequate food, water, shelter, improved protection against life-threatening disease, and enough reasonably secure income to provide for basic clothing, household equipment for cooking and storing basic foods, and minimal medical needs. "

The research team, led by [Dr. Michael Scriven](#), considered one of the founders of evaluation science as a modern discipline and associate director of the evaluation center at WMU, visited more than 139 Heifer projects in 20 countries. In site visits and interviews with 5,000 Heifer program participants, evaluators measured accountability and transparency, community spirit, gender equity, training, diets, incomes, the health and care of livestock and environment.

"Our goal was to see what—if any—difference Heifer is contributing to in the world," said Rienzzi Kern, Heifer International's senior director of planning, monitoring and evaluation. "We hoped the evaluations would show not only material improvements for families and communities where Heifer is working, but Cornerstone changes as well (guiding principles of Heifer's work, including Passing on the Gift, accountability, sharing and caring, gender and family focus, etc.)," said Kern.

"I am so delighted to be able to say that these evaluations clearly demonstrate change—in nutrition, income, opportunity, but also in attitudes, in values, in willingness to work together. It provides the accountability—to staff and volunteers, and especially to donors— that is so important."

In virtually every evaluation, researchers noted improvements in nutrition, agriculture, income, hope and opportunity, access to health care and medicine, livestock management. And mentioned in nearly every report was Heifer's signature, Passing on the Gift (POG) program.

With POG, a family that receives livestock and training pledges to pass on the first female offspring as well as education and training to another family, multiplying the gift and the benefit.

“The ‘Heifer edge’ in the organization’s cost-effective crusade against poverty has always been the built-in sustainability of the commitment to ‘Passing on the Gift’ of livestock, and of skills in (i) their care, and in (ii) respect for the Twelve Cornerstone Values (guiding principles of all the organization’s programs),” evaluators noted. “Our evaluation convinced us of the importance of continuing with this core feature.”

Additionally, evaluators cited as a strength Heifer’s work on gender equity. “Amongst the leading goals of Heifer’s work and the leading effects in many countries, gender equity deserves a special mention because it is so strongly contrary to prevailing values in some countries, such as Nepal, where it was most conspicuously established in all the Heifer projects.

“This success was automatically multiplied beyond their borders since its existence in these communities provided clear examples to refute the local self-fulfilling generalizations (e.g., about women’s limited competence for leadership) that were previously available to reinforce the country-wide prejudice.”

Some specific in-country findings include:

In **Thailand**, evaluators found Heifer’s work helped villagers access greater amounts and varieties of food, helped increase their knowledge and skills in livestock care, and that extra income for livestock and food helped villagers send their children to school for more years.

In **Tanzania**, evaluators found most partner families were initially undernourished, but within a couple years after receiving an animal, were able to maintain a healthy diet. Many started to accumulate livestock and other assets, and soon could better afford medical expenses and keep their children in school longer and more consistently (particularly girls).

In **Armenia**, evaluators noted Heifer Armenia has an impressive 100 percent Passing on the Gift rate for current projects, and in Lithuania, Latvia and Estonia, researchers cited Heifer’s effectiveness and impact as *“nothing less than impressive.”*

In the **Philippines**, evaluators found that participant families have not yet had time to accumulate investments from their animal gifts, but that quality of life improvements were noted. Following Cornerstone training, many respondents spoke of *“giving up vices,”* such as alcoholism, gambling and womanizing.

In **Indonesia**, evaluators found that improvements in empowerment and in livestock care and management. Specifically, gains were noted in entrenched cultural values about

gender due to gender equity training. In **Vietnam**, improvements were noted in relationships with government, better livestock care, more and better food and cleaner households and communities.

In **Asia**, evaluators said, *“It was evident that Heifer China has the strongest system we have seen so far, not only to provide livestock care training and management support, but also to effectively influence other agencies to adopt Heifer values and work strategies.”*

In **Cameroon**, evaluators said Heifer’s work “had a marked impact on all projects visited and is substantially assisting group members combat poverty and increase their standard of living.” Additionally, “project participants now have consistent sources of income from the sale of livestock, manure and gardening,” and as a result of increased income, participants are better able to pay their children’s school fees and have increased access to health care.

Improvements were noted, too, in gender equity as women reported their husbands took larger shares of the household work, helping with cutting grass for animals, cleaning and even cooking.

In **Honduras**, evaluators noted “the nearly 100 percent rate of Passing on the Gift...(frequently even in the second and third generation POGs).” Furthermore, evaluators found important impacts on empowerment within families and communities, stronger community spirit and more equalized participation between genders.

Evaluators in **Guatemala** collected consistent reports on improvement in nutrition (especially more access to protein) and income, greater capacity of participants to care for and manage livestock, increased use of organic fertilizers, improvements in gender equity and empowerment of some members of Heifer projects to join communitywide leadership groups.

In **Peru**, Western Michigan University evaluators reported that *“all projects presented some evidence of sustainability,”* and that benefit continues even after official support from Heifer International ended. For example, In Sicuani, there have been more than 1,500 beneficiaries since the guinea pig project started five years ago, but 400 of those families were Passed on the Gift after Heifer International support ended in 2003. Evaluators also noted that *“with no doubt, the values of ‘responsibility’ and ‘solidarity’ seem to be well internalized among project participants,”* and that *“increasing income is overwhelmingly the most prominent impact of HPI projects in the lives of participant families.”*

“Yes—[my income increased] about 70 percent more,” said one participant. “We can produce more. For example, the lemon plants I have...I’m selling 300 lemons, mango, too—they are 20 cents each. I didn’t have these plant before.”

Evaluators noted that Heifer project participants’ homes had healthier environments—chimneys that send smoke out of the house and better lighting, a greater chance of self-employment, increasing sources of food and an increased sense of hope about the future.

Evaluators additionally noted that Heifer’s presence positively impacted community members who were not direct beneficiaries of the projects as well. Families who see the benefits their neighbors get from diversifying crops and using organic fertilizers are copying their behavior, and Heifer participants are sharing their knowledge.

“These evaluations clearly show the difference Heifer is helping to make, but it doesn’t end here,” said Kern. *“These evaluations have helped develop a toolkit we will use to help build evaluation capacity in the field so that we can continue to monitor and measure Heifer’s contribution to impact, and to demonstrate to volunteers, staff and donors the value of the work.”*

[1] Scriven, Michael, The External Evaluation of Heifer International’s Efforts in twenty countries, A Five Year overview, Western Michigan University, 2009