

## LEADERSHIP PROFILE



### Vice President, Development **Heifer International** Little Rock, Arkansas

---

**“Heifer is the positive face of globalization — connecting communities around the world through hands-on projects that get to the root causes of hunger.”**

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

#### THE ORGANIZATION

Heifer International is a global nonprofit organization dedicated to ending world hunger and poverty and caring for the earth. Heifer’s work is powerful and transformative. Struggling families receive training and a living gift, such as livestock, trees or seeds. They agree to “pass on the gift” of the animal’s offspring or seedlings to others in need. Participant families become Heifer partners, lifting themselves and others out of poverty -- across communities and generations.

Since 1944, Heifer has assisted more than 62 million men, women, boys and girls in 125 countries. Their progress represents a sustainable, living cycle of hope, opportunity and transformation.



*“building strong foundations for nonprofits”™*



Heifer's world headquarters in Little Rock earned the Platinum Leadership in Energy and Environmental Design (LEED) award. In June 2009, Heifer opened the Murphy Keller Education Center, an interactive center where people learn the causes of hunger, poverty and environmental degradation and simple, everyday solutions. For more on Heifer, visit [www.heifer.org](http://www.heifer.org).

Heifer's powerful, life-affirming mission resonates with donors. Over 500,000 donors give to Heifer. In its most recent fiscal year, the organization had total annual revenues of over \$120 million, with active projects in 53 countries and 27 U.S. states. 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. Heifer has about 270 employees in the U.S. and 650 overseas.



## Heifer's 12 Cornerstones

**P**assing on the Gift  
**A**ccountability  
**S**haring and Caring  
**S**ustainability and Self-Reliance  
**I**mproved Animal Management  
**N**utrition and Income  
**G**ender and Family Focus

### *on the*

**G**enuine Need and Justice  
**I**mproving the Environment  
**F**ull Participation  
**T**raining and Education  
**S**pirituality

More than 75% of Heifer's resources are raised through direct marketing, catalog and on-line initiatives. Major gifts, foundations and congregational giving account for close to 20% of funding, with corporate and other sources generating additional support.

## THE OPPORTUNITY

**This is a time of change and promise for Heifer.** After a decade of stunning growth fueled by direct response initiatives, Heifer saw a dip in revenues last year. The new Vice President of Development will architect and lead Heifer's next phase of growth, driven by revenue diversification. With direct responsibility for major gifts, foundations, corporate relations and the capital campaign, the VP will play a leadership role across the entire Heifer fundraising continuum.



Reporting to the Executive Vice President of Marketing and Resource Development (MRD), the newly-created VP of Development position is charged with taking Heifer to the next level of growth and resource acquisition. The VP will lead, inspire, unify and develop a world-class development team. He or she will lead creation and implementation of an impactful, comprehensive, end-to-end donor cultivation program that will grow, diversify and transform Heifer's fundraising.

**Heifer is poised for its next phase of growth.** Strategic, structural and systemic changes currently underway make this a time of special promise for Heifer, and the right time for new Development leadership. Progress includes:

- Creation of the Marketing and Resource Development (MRD) division, which merged marketing, communications and development, a year ago, paving the way for new synergies and leverage.
- A planned strategic assessment of Heifer fundraising assets, gaps and opportunities that will inform strategic direction, structure and staffing.
- The transformative Heifer Prosper Project. This is a project design and work plan for developing organizational relationships, processes and systems to support diversification of funding through institutional and individual major gifts.
- Organization-wide prioritization of resource diversification. Despite recent cutbacks driven by the economic downturn, Heifer continued its strategic expansion of major gifts fundraising capacity.
- A new relational database. This will enable Heifer to become more constituent-based, and to strategically deepen relationships.



Fully realizing Heifer's potential will require enhanced team integration and collaboration across the organization.

The organization envisions a bold future, as encapsulated in Heifer's strategic plan and six organizational goals:



**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 2007-2010 Marketing and Resource Development (MRD) plan directly addresses these organization-wide goals**, most especially the challenge of meeting growing program needs through sustainable, diversified donor support and increased brand awareness. There are three overarching MRD priorities:

**Diversification.** Diversifying funding sources is critical to ensuring long-term income security and growth for current and future program commitments and needs. Heifer will have a well-rounded revenue portfolio with diverse sources and year-round timing.

**Brand Awareness.** Heifer's goal is to make the brand a household word. Greater awareness will enhance reach and success with current and potential supporters, as they better understand the mission, model, and what sets Heifer apart.

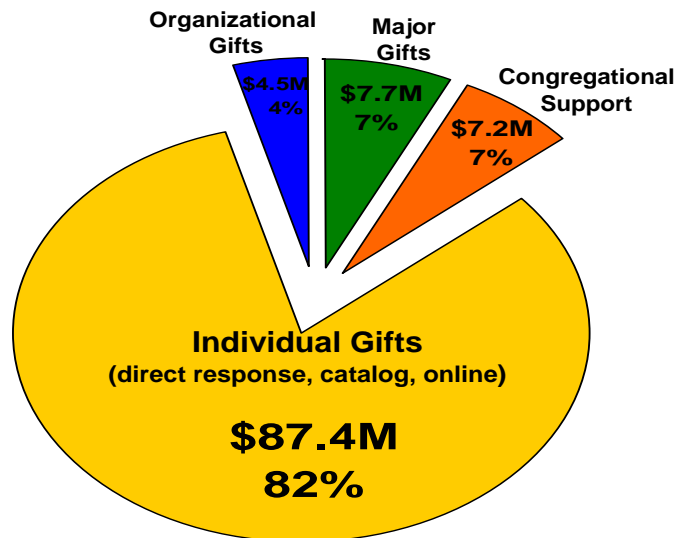
**Integration.** Maximizing effectiveness and efficiency, collaboration and seamless integration across the organization are critical success factors. Finding new ways to align and partner with the Heifer Foundation, a separate nonprofit focusing on planned gifts, is a high priority.

**The new VP will bring significant leadership and management abilities, and a track record of growing philanthropic resources.** She or he will have proven ability to inspire, unite, manage and nurture high performing teams across the fundraising spectrum, and will bring special expertise in relational, major gifts fundraising. Key mandates are to:



- Lead, inspire, develop and manage a world-class Development team, at headquarters and in the field.
- Diversify and significantly grow Heifer's resource base.
- Champion and model relational fundraising.
- Build cohesion, collaboration and accountability.

**MRD FY10 Goal \$106.8M**  
(not including Gates grant)



**The VP’s mandate is bold, challenging and exciting.** The new Vice President of Development will have the opportunity to take Heifer’s fundraising team, strategy, leadership and results to the next phase of growth. The VP will help Heifer make a greater difference for more of the poorest people on earth.

## THE RELATIONSHIPS



The VP of Development will report to the EVP of Marketing and Resource Development (MRD) and be part of the Divisional Senior Management Team. The VP will manage a team of over 20 professionals, about half of them working in other cities.

Reports to:	EVP of Marketing and Resource Development (MRD)
Manages direct reports who oversee critical fundraising areas:	<ul style="list-style-type: none"> <li>• Major Gifts</li> <li>• Foundation Relations</li> <li>• Corporate Relations (relational fundraising)</li> <li>• Capital Campaign</li> </ul>
Other key relationships include:	<ul style="list-style-type: none"> <li>• CEO and key volunteer leaders including Board members</li> <li>• MRD colleagues including: Marketing for partnering Corporate marketing opportunities; Direct Response, Internet Marketing, Donor and Volunteer Relations, Branding and Communications, Donor Analytics and Management Reporting, and International Resource Development</li> <li>• Colleagues including senior management and leaders within the International Programs Division and Advocacy and Education Departments</li> <li>• Heifer Foundation leadership</li> <li>• Peers at partner and colleague organizations</li> </ul>

## THE LOCATION

The position is based at Heifer International headquarters in Little Rock, state capital of Arkansas. *Forbes Magazine* named Little Rock #22 out of 361 metropolitan areas as a best place for business. The city is home to major corporations, campuses and nonprofit organizations including the William J. Clinton Presidential Library, Heifer's next-door neighbor on the Arkansas River. Additional information is available at [www.LittleRock.com](http://www.LittleRock.com).



## THE RESPONSIBILITIES

The VP will be a partner and advisor to the EVP Marketing and Resource Development (MRD), and an inspiring leader, manager and mentor for the Heifer Development team. He or she will be a role model for excellence in relational fundraising.

The VP's charge is to lead, build and develop a cohesive, high-performing team and strategy for diversifying and growing Heifer's resources. She or he will guide and mentor the Development team based at headquarters and in the field.



Through innovation, collaboration, role-modeling and mentoring, the VP will advance and deepen Heifer's relationships with supporters.

The VP will have and communicate passion for Heifer's mission and unique approach. She or he will champion continuous learning, innovation and excellence within the Development team and across the Heifer organization.

The VP will bring critical assets including:

- **Leadership and vision.** *Lead and inspire a world-class fundraising team and approach.* The VP will create an environment of high engagement, performance, alignment, commitment and accountability that will enable Heifer to reach its full potential. He or she will be a compelling,

experienced professional who will model relational fundraising and personally manage a portfolio. The VP will foster a culture that thrives on innovation, continuous learning, accountability and high performance.

- **Team building and management.** *Build, unify and manage an effective, motivated team.* The VP will have a track record of building strong, enthusiastic and successful teams. She or he will have proven skills in coaching, mentoring, and building an environment of trust, alignment and improvement across teams and geographies. By translating Heifer's goals into clear strategies and tactics, the VP will knit together all fundraising activities, enhance synergies and lead the charge to diversify and strengthen impact, income and accountability.



- **Growth.** *Lead diversification and sustainable growth of Heifer's resource base.* The VP will bring a significant track record in major gifts, foundation and corporate relations. He or she will enable Heifer to realize the power of hundreds of thousands of current supporters. The VP will lead a strategic, systematic, integrated approach that facilitates year-round growth across the development spectrum.

The VP will leverage prospect research, the relational database and strategic moves management. He or she will advance analysis, segmentation, metrics and accountability to guide experimentation and growth.

- **Relationship-building and collaboration.** *Build strong collaborative relationships and partnerships within and beyond Heifer.* The VP will work well with the CEO, COO, EVP, Board, International Programs and Advocacy and Education, Heifer Foundation and other key leaders to develop relationships, partnerships and funding opportunities. She or he will be a superb relationship builder, strengthening alignment and information internally and creating mutually beneficial opportunities.
- **Representation.** *Represent Heifer's programs effectively.* The VP will be a strong representative of Heifer's mission. His or her passion for Heifer's values and unique approach to transformative global work will

be energizing and motivating to internal and external audiences. The VP will inspire people to support Heifer through public speaking, donor meetings and networking opportunities in the U.S. and internationally.

## THE CANDIDATE



The ideal candidate is an experienced relational fundraising leader and manager with a significant track record of innovation and resource growth. Interest in global economic, social and political contexts is essential, as is passion for Heifer's mission of empowering the world's most resource-limited people to transform their lives and an appreciation for diversity of all kinds.

The new VP will bring a record of success in growing resources and building effective teams, ideally in large, complex nonprofit settings where private fundraising is critical. He or she will create an environment of innovation, collaboration, accountability and results.

Personal assets will include positive energy, listening and relational skills, and confidence born of authentic ability. Additional assets being sought include:



- Proven ability to engage, manage, motivate and unite staff around common goals and strategies, and to drive teamwork across functions, geographies and work groups.
- High emotional intelligence and strong interpersonal skills.
- A record of effective partnering and collaboration with internal and external stakeholders and boards.

- Proactivity, tenacity and a penchant to persevere regardless of obstacles.
- A proven instinct to prioritize organizational mission, results and collaborative approaches over personal agendas.
- Demonstrated commitment to continuous learning, personal growth and improvement.
- Ability to communicate clearly and persuasively in formal and extemporaneous settings, and to convey passion for Heifer's mission.
- Proven analytical and management skills around making strategic, tough decisions, fostering high performance and accountability.

Compelling candidates could come from a variety of nonprofit contexts, and will bring senior-level fundraising leadership and management experience. 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](mailto: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](http://www.BoardWalkConsulting.com)**

---