



# PRESIDENT & CEO OPPORTUNITY GUIDE

eliminating racism  
empowering women

**ywca**

southeast wisconsin

[www.ywcasew.org](http://www.ywcasew.org)

# YWCA IS DEDICATED TO ELIMINATING RACISM, EMPOWERING WOMEN AND PROMOTING PEACE, JUSTICE, FREEDOM AND DIGNITY FOR ALL.

The YWCA is the oldest, autonomous women's membership organization in the world, having actively worked to eliminate racism and empower women since 1858. As such, it has a strong and respected tradition of social change, community service and advocacy.

Throughout its history, the YWCA has been in the forefront of most major movements in the United States as a pioneer in race and gender justice, and the empowerment of women. The YWCA was there through the women's suffrage movement, it held the first interracial conference in the South in 1915 and fought for civil rights and affirmative action. The YWCA continues to focus on racial justice and improving the well-being of women and families in our community, in the nation and in the world.

## YWCA SOUTHEAST WISCONSIN

YWCA Southeast Wisconsin (SEW) has been a resource for women and their families for more than 100 years. From the first auto mechanics training for women in the 1920s, to the first racially integrated cafeteria in the Midwest, to today's innovative economic development initiatives, YWCA SEW has been at the forefront of positive social change.

In 2018, YWCA SEW celebrated the 125th anniversary of its incorporation. Throughout its vast history, YWCA SEW has championed many of the social movements important to its community then and now, including civil rights, affordable housing, healthcare, racial justice and pay equity. Today, YWCA SEW provides a number of crucial programs to the community, including Unlearning Racism: Tools for Action®, a program that equips people to take action against injustice where and when they can; other racial justice programs; Wisconsin Works (W2) program; and other economic empowerment programs, including Dress for Success, auto loans, financial literacy and adult education programs. YWCA SEW expanded its services to Racine in 2012, providing racial justice and adult education programs. In 2017, the YWCA served over 12,000 people in Southeast Wisconsin.

# THE OPPORTUNITY: PRESIDENT AND CEO



2019 will bring the retirement of Paula Penebaker, the long-tenured and highly effective leader of YWCA SEW. Ms. Penebaker will leave an incredible legacy of service and commitment to the mission, which the next leader will carry into a coming era of partnership with the community.

YWCA SEW seeks a passionate, vision-oriented executive leader to serve as its next President and CEO. Building on YWCA SEW's existing legacy of high community impact and client-focused services, the CEO will be tasked with leading courageous conversations and ushering in the next bold and innovative chapter of the agency. This role provides an opportunity to bring creative leadership and vision to growing the YWCA's position as a beacon in Southeast Wisconsin in the area of racial justice, while simultaneously implementing new strategies to further the organization's innovative and cutting-edge service delivery.

The CEO serves as the chief executive focused on stewarding resources to implement the vision, brand, mission and strategy of YWCA SEW. The CEO oversees organizational finances, compliance and reporting, and is responsible for working with the board and senior leadership to develop the agency budget and revenue streams. As the chief spokesperson and ambassador for the organization, the CEO will build innovative alliances with stakeholders in the for-profit, nonprofit, and public sectors to solve community issues of racial, economic and gender inequality.



The CEO will provide executive leadership to all the functions of the organization, which has an annual budget of just over \$6 million. YWCA SEW employs 54 full- and part-time staff, and the CEO provides direct supervision to six leaders: Chief Financial Officer, Chief Development Officer, Chief Program Officer, Racial Justice Director, IT Director, and Operations Director. The CEO will lead strategic efforts to inform and educate volunteers, donors, prospective donors and the larger community about the mission and unique impact of the YWCA Southeast Wisconsin. They will successfully oversee and ensure implementation of all programs, ensure responsible management of agency finances and enhance the public image of the YWCA Southeast Wisconsin locally and nationally.

# PERFORMANCE OBJECTIVES



## VISIONARY LEADERSHIP & MANAGEMENT

- Provide leadership in the formulation and successful execution of YWCA SEW goals and strategies in furtherance of YWCA priorities and mission-based programs, including the elimination of racism and advocacy for women, girls and persons of color.
- Lead senior management in strategic development of new and existing services, ensuring that programs and services are updated, relevant and serving the needs of the community.
- Clearly articulate the value of teamwork, camaraderie and organizational values and build commitment to the mission of YWCA SEW.
- Ensure that programs are mission-driven, in line with strategic plan goals, and support the needs and purposes of membership and the field.
- Provide collaborative leadership in maintaining a positive and productive working relationship among the board, volunteers and YWCA staff.

## FINANCIAL AND INTERNAL MANAGEMENT

- Maintain overall responsibility for all aspects of fiscal management, including assuring adequate financing for current operating needs and long-term goals.
- Develop an annual operating budget with the Chief Financial Officer and ensure that the organization operates within budget guidelines. Regularly monitor budgets and cash flow statements.
- Lead, develop, motivate, supervise and maintain a highly effective, productive and cohesive staff with both professional/technical expertise and operational talent. Actively support the efforts of each leader to enable the agency to fulfill its mission.
- Confirm that management team members have adequate resources and support to successfully perform their jobs successfully.
- Promote and encourage professional growth and development of staff through education and training opportunities as appropriate.
- Resolve differences between senior team members, keeping them working together toward a common end and fostering an environment of openness.
- Verify that employment policies and practices reflect the culture and values of the organization.
- Behave in a manner that engenders respect among team members.

# PERFORMANCE OBJECTIVES

## BOARD RELATIONS

- Work collaboratively with the board in the development and implementation of goals and the organization's vision for the future.
- Support the board development/nominations process to encourage new leaders that will bring skills and experience to lead the organization toward its vision.
- Ensure that the YWCA board members and volunteers are kept fully informed of the status of the organization and important factors influencing it.
- Assure efficient and effective staff support is provided to each of YWCA's committees and for other board activities, both individual and collective.
- Provide training and ongoing education in board and volunteer fundraising practices.

## FUNDRAISING & REVENUE DEVELOPMENT

- With YWCA board members, the Chief Development Officer and other staff, establish aggressive fundraising goals — both collective and individual — that challenge and motivate all participants to excel.
- Lead generation of new revenue needed to support the mission and development of programs and services, including increasing grants, philanthropy, social enterprise and fee for service programs.
- Identify and cultivate major prospective donors and maintain positive relations with current and past contributors of significant gifts.
- Nurture and expand the donor base as a foundation for both greater unrestricted support and effective advocacy support.



## PUBLIC AFFAIRS & COMMUNITY RELATIONS

- Serve as an articulate, passionate and visible spokesperson for the YWCA and the face of the organization throughout the community.
- Act as a community leader by building and maintaining relationships with other local and national organizations, policy makers and key stakeholders. Where appropriate, position other YWCA SEW executives as community leaders.
- Work collaboratively with staff to effectively communicate the mission, goals and accomplishments of the organization to donors, stakeholders and the broader community.
- Identify opportunities to use technology and social networks to develop new and innovative marketing and outreach strategies to increase visibility of the organization for new audiences.
- Stay abreast of national and local environmental factors that impact nonprofits.
- Develop and maintain working relationships and communications with the YWCA USA, Great Lakes GEO Network and Wisconsin local associations.

# THE QUALIFIED CANDIDATE

YWCA Southeast Wisconsin seeks an authentic, mission-driven executive with strong relationship building, management and leadership skills. The successful candidate will value the diversity of all people within the organization and the communities it serves. Familiarity with the types of programs and services offered by the YWCA is essential, including racial justice, economic empowerment and gender inequality issues. Knowledge of the Milwaukee community and philanthropic marketplace will be helpful, as the CEO serves as the primary spokesperson for the YWCA in interactions with donors, partners, and other Milwaukee institutions and community leaders.

## QUALIFICATIONS INCLUDE:

- Passion for YWCA SEW and its mission to eliminate racism and empower women, augmented by demonstrated experience in the areas of racial justice, economic empowerment and gender equality.
- A minimum of 5 to 8 years of successful experience with considerable knowledge of the nonprofit sector.
- Track record in financial management, stewardship and developing strategies to successfully increase revenue.
- Proven success in building strong and productive work teams with a focus on mentoring and nurturing staff development.
- Demonstrated ability to operate a complex organization, combining the functions of a national and international women's membership movement and a women's community service agency.
- Career track record that shows stability with an organization and capacity to develop and nurture relationships culminating in overall success.
- Experience with accountability systems and reporting to government agencies, United Way and other philanthropic funders.
- Business and financial acumen verified through past contributions to the programmatic and fiscal stability of nonprofit organizations.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to manage ambiguity while creating, implementing and monitoring complex plans and then translating those plans into goals and concrete strategies to achieve effective mission delivery.
- Demonstrated ability to balance the needs of stakeholders, working successfully with board members and other volunteers as well as civic and business leaders in a collaborative and relationship-building capacity.
- Ability and willingness to step up to difficult issues, saying what needs to be said, and championing ideas and principles with candor and authenticity.
- Ability to work well under pressure, pivot often and respond to client/constituency crises.
- The skill to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Capacity to communicate, both orally and in writing, with tact, diplomacy and/or authority when necessary.
- Bachelor's degree required; advanced degree desired.

# HOW TO APPLY



This position offers a competitive salary with strong benefits. Relocation assistance is negotiable. All inquiries will be held in strict confidence.

YWCA Southeast Wisconsin is an equal opportunity employer and does not discriminate on the basis of race, color, gender, religion, age, sexual orientation or identity, national or ethnic origin, disability, marital status, veteran status or any other occupationally irrelevant criteria.

**Candidates may apply by clicking the APPLY NOW button below.**

To assure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE.

This search is being managed by Heather Eddy, President and CEO; Sue Bultman, Senior Consultant; and Megan DeVoe, Project Manager of KEES. Questions may be addressed to [mdevoe@kees2success.com](mailto:mdevoe@kees2success.com).

KEES is a retained executive search and consulting firm that builds transformative teams and leaders in the nonprofit sector. KEES was founded in 2013 as an expansion of Alford Executive Search. For more information, please visit [www.kees2success.com](http://www.kees2success.com).

## APPLY NOW



# IN AND AROUND MILWAUKEE



Milwaukee, WI is a Great Lakes destination! Situated on the shore of Lake Michigan, Milwaukee has been referred to as a “great place on a great lake.” The city is home to exciting sports teams: NBA Bucks basketball, MLB Brewers baseball and AHL Admirals hockey, and to Summerfest: The World’s Largest Music Festival. The arts community is strong, with an outstanding symphony, ballet and a host of theater companies including the nationally known Milwaukee Repertory Theater. It is an easy city to navigate, especially in downtown with its recently inaugurated streetcar, The Hop. The City of Chicago is less than two hours from Milwaukee and conveniently accessible by Amtrak railroad. The airport with its many nonstop flights to cities like New York, Atlanta and Washington, DC is among the easiest to navigate in the region and attracts many people from Chicagoland trying to escape the hectic Midway and O’Hare locations. And as if that weren’t enough, Milwaukee is home to the University of Wisconsin-Milwaukee, and Marquette University. For more information, be sure to visit [www.discovermilwaukee.com](http://www.discovermilwaukee.com) or [www.visitmilwaukee.org](http://www.visitmilwaukee.org).

The city’s predominant ethnic groups are African Americans and Latinos who comprise 57.3% of the City’s population according to the 2010 Census (updated in 2016). Among those groups, there are high percentages of poverty and unemployment. Black and Latino males are incarcerated at higher rates than their white counterparts. Black women are evicted from housing at a higher rate than any other group. Infant mortality among people of color is comparable to that of developing nations. While the city has its challenges, it is not unique\* — but there is hope that change is possible.

More and more city leaders have engaged in conversations to learn about the root causes of some of the more intractable challenges and are working to engage in problem solving. Grassroots organizations are stepping up to offer place-based solutions. Entrepreneurs are working to revive blighted neighborhoods and employ locals to do the work. The Milwaukee Area Technical College, with the help of local philanthropy launched the MATC Promise, an initiative to provide free tuition for eligible high school and adult students. All of this work and more will help to secure a brighter future for the City and its citizens.

*\*In the city of Racine, also served by YWCA Southeast Wisconsin, African Americans and Latinos comprise 44.7% of the population. This segment of the population shares many of the same challenges outlined above.*