

# STERLING | MARTIN

associates

## Executive Search



## Chief Executive Officer

### Client Overview

The [Amputee Coalition](#) is conducting a search for a Chief Executive Officer that is ready to embrace their mission of “Empowering people affected by limb loss to reach their full potential.” The position is based in the Washington, DC area or at their Knoxville, TN offices. Founded in 1986, the Amputee Coalition (AC) is a 501(c)(3) nonprofit organization with a revenue budget in the \$4M range and a staff of 22. AC is the leading national organization that empowers people affected by limb loss to achieve their full potential. They do this through education, support and advocacy. Reporting to the Board of Directors, the Chief Executive Officer will serve as the chief staff executive of the organization with full authority for the management of its affairs. The CEO will be responsible for overall strategic management, administration, day-to-day operations and development of staff and will implement the organization’s policy in alignment with the Board.

A five-year strategic plan is in place and has Board agreement and alignment. The Board is looking for a CEO to embrace the mission, values and deliver on the objectives.

In addition to peer support, education and communication, the AC has been a leader in expanding access and resources through its advocacy work. In 2002, it began its work to ensure amputees have access to, and reimbursement for, prosthetic devices. These efforts have resulted in revisions to legislation in more than 35 state and federal jurisdictions and changes providing insurance coverage in 20 states affecting an estimated 300,000 amputees and millions of Americans at risk for amputation in future years. With a network of 403 support groups and nearly 800 active certified peer visitors, as well its National Limb Loss Resource Center (NLLRC), AC helps people with limb loss, their families and caregivers to recover, readjust, and live fully with limb loss/difference.

Starting in 1991, the AC began a certified peer-visitor program that trains amputees to meet new amputees to give them inspiration, hope and information about living well with limb loss. In 1997, the AC developed the NLLRC after receiving a cooperative agreement with the Center for Disease Control and Prevention (CDC). The NLLRC supports programs and publications designed to help people return to an active lifestyle and function as a productive member of society. Visit the NLLRC online at [amputeecoalition.org](http://amputeecoalition.org)

Another key initiative, the Paddy Rossbach Youth Camp, which began as a safe place for kids to learn more about living with limb loss, has grown into a traditional full-service summer camp complete with canoes and campfires. The Camp gives youth the opportunity to increase their independence and test themselves, while building new friendships through fun and exciting activities. By blending counselors who live with limb difference or limb loss and an accessible traditional camp, the youth get a transformational experience in a supportive and caring environment.

AC also hosts an annual National Conference that brings together about 1,000 amputees and families for a week of educational and motivational sessions, hands-on clinics and adaptive activities. The conference is also an opportunity for amputee support group leaders to meet the AC staff and to network with other support group leaders from around the country.

For more information, visit [www.amputee-coalition.org](http://www.amputee-coalition.org).

## **Essential Duties and Responsibilities**

The CEO will take the lead in:

- Crafting the strategic vision and direction of the organization with well-defined deliverables and goals.
- Providing strategic leadership by establishing intermediate and long-range goals, strategies, plans and policies.
- Establishing annual fundraising goals and developing strategies and approaches to increase revenue and partnerships with corporations, foundations and individuals.
- Securing resources through grant writing, annual campaigns, events, and sponsorships.
- Developing and fostering relationships with key partners, including foundations, nonprofit partners, corporate supporters, government agencies, volunteers, and board members.
- Overseeing successful programs and operations, including effective financial management, reporting, risk management and compliance.
- Serving as the principal spokesperson and advocate for AC and creating new external opportunities to expand AC's influence among the amputee population.
- Collaborating with the Board in annually reviewing the strategic plan and identifying mid-course corrections as necessary.
- Overseeing the recruitment, development and management of all employees of the organization.

## Critical Competencies for Success

### Leadership Competencies

- **Vision**—Thinks in big-picture terms; articulates that broad perspective to mobilize people and coordinate their efforts. Sets high standards for organization, staff, and self; produces excellent results within established deadlines and resources.
- **Participation and Community**—Generates mutual commitment that inspires the highest performance from those who work with him/her. Inspires others to support one another and function as a team.
- **Diversity**—Encourages and cultivates an appreciation of the positive aspects of people's differences and encourages a culture of mutual individual respect.
- **Creativity**—Pays close attention to people's talents, leans on their strengths, manages around their weaknesses; supports independent, challenging thinking.
- **Efficiency**—Invests in technologies or practices that improve productivity of staff and volunteers
- **Integrity & Credibility**—Is recognized as an effective leader and embodies the organization's values.

### Strategic Thinking Competencies

- Helps shape and execute the organization's strategy and advances its mission through a well-defined strategic planning process.
- Sets appropriate performance outcomes and metrics for the strategic plan based on allocation of available resources and sound budgeting.

### Fundraising

- Identifies and cultivates diverse funding sources and creates a detailed plan to initiate and steward new funders.
- Builds and empowers a high-performing team focused on increasing foundation, corporate and individual giving. Ensures that this work is done collaboratively to support and deliver a comprehensive giving program.
- Ensures internal team members and Board of Directors involved in major-giving efforts have a shared vision, work collaboratively, and have the information and tools needed to be successful in executing their roles.
- Helps develop and implement successful marketing and communications strategy tailored to donors and prospects.

### Advocacy

- Leads AC's public advocacy work and crafts a roadmap for expansion of revisions at the federal, state and local levels.

- Maintains and develops strong, productive and continuing relationships with federal grant-making agencies.

### **Management Competencies**

#### **Organizing:**

- Manages time and resources effectively to accomplish multiple objectives simultaneously.
- Identifies and deals effectively with unknowns and risk.

#### **Implementing & Initiating:**

- Maintains focus on defined objectives; has good understanding and knowledge of projects underway, schedules, and progress made.
- Takes a plan from the "drawing board" to implementation and is able to make changes as needed according circumstances and obstacles.
- Makes sound decisions on known facts; takes responsibility for decisions. Rapidly recognizes key factors in making a decision; is not distracted by irrelevant data; balances amount of information required with the time in which a decision must be made.

#### **Financial management:**

- Assures financial transactions are managed according to generally accepted accounting principles, as evidenced by passing an annual independent audit.
- Prepares realistic annual and attainable budgets; understands specific budget items; can articulate the rationale for costs and ensures staff can provide detail when appropriate.
- Adheres to the annual budget with reasonable degree of accuracy recommends adjustments with logical rationale. Understands the difference between the annual budget and cash flow; plans expenditures and manages income stream to maximize cash availability.

### **Board Competencies**

- Supports and participates in the Board's knowledge-based decision-making process.
- Keeps the Board informed of appropriate matters in a timely way; willing to convey negative information; provides succinct information with appropriate detail.
- Provides useful guidance/advice to assist the Board in making appropriate decisions.
- Displays initiative in advising or recommending to the Board/Board committees new policies, programs or changes to existing programs; willing to openly discuss difficult subjects with Board/Board Committees.
- Acts as liaison with the Board/Board Committees; knows when to contribute information in meetings; tactfully enters discussions to voice concerns, clarify issues and present ideas.
- Diplomatically assists Board in considering potential officers, committee chairs and other representatives in best interests of organization.
- Prepares effective presentations for Board meetings and committee discussions.

## **People Competencies**

- Creates an effective organizational structure that maximizes the strengths of staff while addressing development gaps.
- Leads performance management processes and identifies formal and informal development opportunities for employees as needed.
- Cultivates a culture that fosters cross-collaboration, empowerment and respect with all internal teams.
- Recommends and establishes an effective compensation plan and competitive benefit plans, using appropriate salary surveys.
- Ensures training of staff members under direct supervision and organization-wide as evidenced by effectiveness of employees at assigned tasks.
- Assures staff members function effectively at Board and committee meetings and are informed and aware of their roles.

## **Communication Competencies**

- Effectively and professionally represents and promotes AC with internal audiences (e.g., employees and volunteers) and with external audiences (e.g., peer support network, governmental agencies and potential funders, including corporations and private foundations).
- Crafts a communication strategy to reach more amputees and increase awareness of AC's resources and accomplishments.
- Communicates clearly and persuasively to engage diverse audiences and partners.
- Prepares effective and timely written correspondence for the Board and public.
- Prepares and delivers effective presentations to the Board and other audiences.

## **Requisite Qualifications, Characteristics, and Experience**

- Bachelor's degree or equivalent from an accredited college or university
- Ten or more years of experience as a senior executive with a nonprofit organization managing personnel in complex activities, including fundraising and advocacy programs.
- Demonstrated success in creating strong and collaborative cultures with inspired teams
- Proven ability to help shape and execute an organization's strategy and successfully advance its mission.
- Previous experience managing and coaching a talented leadership team. Experience working with an engaged board of directors.
- Demonstrated aptitude for cultivating strong relationships with existing and new funders and effectively engages external audiences.
- Exceptional presentation skills and ability to convey ideas effectively.
- Commitment to cultivating a culture of continual learning and development.
- Exceptional oral, written, and interpersonal communication skills.
- An ability to relate and engage diverse audiences.

## Compensation

A competitive compensation package will be offered to attract an outstanding candidate.

To apply, please send a cover letter and current résumé (Microsoft Word® format preferred) to [amputeecoalition@smartinsearch.com](mailto:amputeecoalition@smartinsearch.com). A well-written cover letter, outlining how your experience fits the requirements of the position, will be an important factor in considering your candidacy.

*Amputee Coalition is an equal opportunity / affirmative action employer committed to inclusion and cultural diversity in the workplace. Employment selection and related decisions are made without regard to sex, race, color, age, disability, religion, national origin, sexual preference, genetic information or any other protected class.*

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