

Girls Inc.

President & CEO

2018

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The Organization

Organization	Girls Inc.
Mission	Inspiring all girls to be strong, smart, and bold.
Budget	\$12M (2018)
Employees	50 FTE across offices in Indianapolis, New York, Washington, DC, and remote locations
Location	New York, NY
Website	www.girlsinc.org
Team	www.girlsinc.org/about-us/leadership
Organization Overview	<p>Girls Inc. is a girl development nonprofit directly serving more than 156,000 girls through its 81 affiliate organizations in nearly 1,400 sites in the US and Canada. Girls Inc. programming is offered at Girls Inc. centers and through school partnerships to girls primarily from under resourced communities. Girls Inc. also advocates to advance rights and opportunities for all girls.</p> <p>Girls Inc. is both an enduring part of American history and cutting-edge. The organization was founded in 1864 to serve girls and young women who were experiencing upheaval in the aftermath of the Civil War. Over time, the organization has adapted to meet the specific environmental challenges facing girls and young women, always working in partnership with schools and communities.</p> <p>Today, Girls Inc. is a nimble and modern organization, responding directly and strategically through programming and advocacy to the issues girls face in the era of #MeToo and increasing economic disparity.</p> <p>In a crowded landscape of mission-driven organizations competing for attention and funding, Girls Inc. is clear, fresh, and relevant in the way it presents its brand, consistently communicating its impact by pointing to its well-documented results. Girls Inc. uses its key strengths—from its data-driven approach to its national, but regionally appropriate, programming—to deliver measurable impact to girls who need it most.</p> <p>Girls Inc. also leverages its national platform to serve as a rallying voice for all girls. This advocacy includes federal and local lobbying efforts that engage girls in civic activity. Likewise, the organization has seized upon this moment in our country to inculcate in girls (and articulate to the world) what girls' basic rights are.</p> <p>At a moment in history when so much is on the line for women at all levels of society, Girls Inc. ensures that the most vulnerable girls in the rising generation are well-positioned to take on these challenges.</p>

Girls Inc. empowers girls to succeed and overcome challenges

The Girls Inc. experience consists of people, an environment, and programming that, together, empower girls to succeed. The people are trained staff and volunteers who build lasting relationships with girls and peers who share their drive and aspirations.

The environment is girls-only, physically and emotionally safe, with a sisterhood of support, high expectations, and mutual respect. The research-based programming is hands-on, minds-on, and meets the needs of today's girls to provide age-appropriate information and knowledge so girls make decisions leading to healthy lives, success academically, and the development of life skills to prepare for adulthood.

Girls Inc. addresses barriers girls face

Girls Inc. equips girls to navigate gender, economic, and social barriers and grow up healthy, educated, and independent. Girls Inc. helps girls to value their whole selves, build confidence, and embrace positive decision-making to take charge of their health and wellbeing and achieve academic, personal, and career goals.

Girls Inc. encourages girls to take risks and master physical, intellectual, and emotional challenges. Major programs address STEM education, pregnancy and drug abuse prevention, economic literacy, early literacy initiatives, media literacy, adolescent health, violence prevention, leadership and community action, college and career readiness, and sports participation.

Girls Inc. conducts research, measures outcomes, and invests in training

The National Resource Center (NRC) is the organization's research, information services, and training site. Research and evaluation conducted by the NRC provides the foundation for Girls Inc. programs, and measurement of outcomes led by the Research team through the implementation of a girls tracking system. The NRC provides information on girls' issues and the state of girls and Girls Inc. girl outcomes, annually.

Well-known for their staff training and professional development, the NRC is implementing a Learning Management System to provide self-directed online training as well as in-person and group webinar training.

Girls Inc. advocates for all girls

Girls Inc. informs policymakers about girls' needs locally and nationally to advocate for policy and systems changes. The organization educates the media about critical issues facing girls. In addition, Girls Inc. teaches girls how to advocate for themselves and their communities, using their voices to promote positive change.

Girls Inc. is, and has always been, a strong advocate for girls, issuing their first Girls' Bill of Rights in 1945 and updating it periodically to reflect the times. The Girls' Bill of Rights, which can be found [here](#), is not just the guiding principles for advocacy, but also programming.

Derived from surveying and listening closely to girls, the Girls Inc. policy and advocacy priorities are to (1) combat bullying, sexual harassment, and sexual violence; (2) promote access to education and economic independence; (3) support girls' mental health; and (4) advance reproductive health.

Girls Inc. has seized upon its position as the premier provider of development programs to girls in need to be a leading voice in the national dialogue around bullying, sexual harassment, and sexual violence. On the one-year anniversary of when the #MeToo hashtag went viral, Girls Inc. issued a

clarion call to the country with the launch of its new campaign, called *#GirlsToo: Respect Starts Young*. This national campaign focuses on sexual harassment and assault in the lives of youth, particularly girls, with actions aimed at addressing the norms and stereotypes that fuel these behaviors.

More information can be found [here](#).

The National Organization

The national office serves as the heartbeat of the Girls Inc. organization. And while it has always provided service and value to its affiliate network (from training to standard-setting to research & evaluation), it is also the locus for strategy development that drives the entire organization. Over time, the national office has evolved into an important champion of the affiliates, providing the network's growth plan (the latest affiliate opened in Chicago in June 2017), its branding and marketing, measuring outcomes, and developing a seed capital program to spur investment in the affiliates.

The national office is also a key driver in developing connections with similar-minded organizations on behalf of the Girls Inc. network, including *J. Crew*, *Benefit Cosmetics*, *Lockheed Martin*, *Free People*, *Coca-Cola*, and the Fortune's Most Powerful Women's Summit. Likewise, the national office plays an important role in connecting Girls Inc. with visible, respected female leaders. Recent female leaders being honored by, or speaking on behalf of, Girls Inc. include Reese Witherspoon, Honorable Hillary Rodham Clinton, and Tracee Ellis Ross.

The Girls Inc. national office annual operating revenue is approximately \$12M. A staff of 50 is dispersed across the United States, with offices in New York City, Indianapolis, and Washington, DC, as well as remote locations. The Girls Inc. affiliate network scales \$90M in total budget.

About 80 percent of this revenue is raised from public support, which includes corporations, foundations, individuals, and government grants. The remainder comes from affiliate dues, fees, interest, and dividends. More than three-quarters of the organization's functional expenses go directly to support program services for girls. For its strong fiscal management, Girls Inc. receives the highest ratings from nonprofit oversight groups, including Charity Navigator, Guide Star, and The Better Business Bureau. The organization is also completing a \$20M five-year growth capacity building campaign.

Strategic Goals

Girls Inc. is the leading advocate in advancing rights and opportunities for all girls. Each year, the network employs a proven, dynamic model to empower 250,000 girls from under resourced communities to discover their strengths and thrive.

- **Strategic Priority One:** Girls Inc. programming framework effectively and consistently delivers desired outcomes for girls throughout the network.
- **Strategic Priority Two:** Girls Inc. affiliates are strong, sustainable, and growing, able to consistently deliver high quality, comprehensive Girls Inc. programming.
- **Strategic Priority Three:** The number of girls served from under resourced communities is increasing both through existing and new markets.
- **Strategic Priority Four:** Girls Inc. is a leading advocate and collaborator to advance the rights and opportunities for all girls.

- **Strategic Priority Five:** Girls Inc. has the necessary resources, systems, and supports to be a data-driven and performance oriented network and external influencer.

The Position

Position Title	President & CEO
Location	New York, NY
Direct Reports	6
Position Summary	<p>The President & CEO is a unique, high-profile leadership opportunity for a visionary individual who can inspire network-wide growth. The President & CEO will step into the role following a period of important maturation and innovation in the organization, with a well-developed infrastructure and aligned team. As such, the leader will leverage this strong foundation to take the organization to its next level in all regards: impact, reach, funding, and visibility.</p> <p>This person will provide the vision, compelling strategic direction, and management expertise for one of the country's most important girls-serving organizations. As the chief advocate, spokesperson, and fundraiser, the President & CEO will capitalize on current momentum and lead expansion efforts to serve many more girls through the high-impact Girls Inc. experience and to advance its advocacy goals. This person will be a catalyst to support increases in the number of advocates, supporters, and partners that are so critical for quality growth. The new leader will expand and protect the reputation of Girls Inc. as a premier, research-based girls' organization, and help move the institution forward in meeting society's changing needs.</p> <p>The structure of Girls Inc. consists of a national office and 81 local affiliate organizations. While the President & CEO directly oversees and manages the national office, this leader is also responsible for ensuring the vibrancy of the entire network: maintaining strong relationships with affiliates, assessing the impact and footprint of the entirety of Girls Inc., and engaging at local levels on a regular basis. Across the network, which scales to \$90M in budget, the President & CEO must operate across a complex environment, with an ability to both influence and lead, while valuing and integrating the perspectives of a distributed system. To that end, the President & CEO will direct the overall organization, its programs and projects, operations and staff. The President & CEO ensures the organization is fiscally and administratively sound and that its operations, marketing and communications, information systems, and fund development efforts are coordinated and support the strategies and policies agreed upon by the Board.</p> <p>A key priority for the President & CEO will be to grow philanthropic support of the organization. Girls Inc. enjoys substantial corporate funding, which has been sustaining to the organization. There is significant potential to diversify development efforts, particularly with regard to individual philanthropy and foundation support. The President & CEO will be a key leader in this regard, ensuring Girls Inc.'s long-term success.</p> <p>The President will also ensure the organization continues to rise to the occasion at this moment in history and serve as a voice for all girls. Girls</p>

Inc. has already established its foundation in advocacy work, and the President & CEO will ensure the organization continues this important work, including serving as a key ambassador and spokesperson on these issues.

Naturally, the President & CEO will have ongoing responsibility to **thoroughly understand Girls Inc.**, its mission and policies, culture, values, history, key stakeholders, affiliates, programs, finances, fundraising efforts and potential; and have a solid grasp of the issues facing girls from all segments of the population.

The current Strategic Plan guides the organization through 2020; the new President & CEO will use 2019 and 2020 to plan and prepare for the next growth phase of the organization.

Responsibilities

Fundraising

- Assume leadership of Girls Inc.'s fundraising; working with the development staff and the Board, create, execute, and regularly monitor an aggressive fundraising plan;
- Establish personal relationships with key donors in order to encourage ongoing support; continue building a funding constituency that extends beyond the current donor base, including foundation, corporate and individual donors, and government funders;
- Explore and implement strategies to market Girls Inc. and to generate financial support through branding, strategic partnerships and alliances with corporations, and the like.

Management and Operations

- Facilitate the ongoing development and management of a highly-skilled professional staff; inspire a spirit of collaboration and cohesion; identify strategies to maintain high morale and facilitate unity around a common purpose; create an atmosphere that rewards initiative as well as cross-departmental collaboration for results;
- Oversee sound human resources policies and procedures, including clarification of staff functions, performance appraisal, and compensation reviews;
- Provide oversight to all financial aspects of the organization including budgetary processes, audits, cash flow management, and financial analysis; regularly assess the organization's financial systems and controls, ensuring that sound and efficient financial structures are in place and that reporting systems are accurate;
- Achieve continuous improvement and potential innovation in operations.

Programming

- Possess a solid understanding of the Girls Inc. experience and the outcomes for girls for whom the organization holds itself accountable; ensure that programming, research, and training processes are energized, properly resourced, cohesive, and well-integrated;
- Advance the state of Girls Inc. information systems and explore how the increased use of technology can serve as a delivery mechanism for programs and training;
- Monitor ongoing evaluation of the Girls Inc. experience with its programs and services to ensure their relevance and impact.

Advocacy

- Direct and oversee a multi-year, network-wide advocacy campaign to combat sexual harassment;
- Engage key governmental, organizational, and other partners in setting and/or influencing policies that affect girls, in particular, and youth, in general;
- Be the spokesperson for the campaign.

Public Relations and Marketing

- Raise the organization's national profile and visibility; participate in key corporate, nonprofit, government, and general market events;
- Develop relationships with the media as a savvy and credible communicator;
- Build the organization's brand in as many venues as possible.

Board

- Gain the confidence of the Board and bring forth their best efforts and talents; develop a strong working relationship with the Chair of the Board and with each board member;
- Implement board policies, goals, and objectives;
- Coordinate the efforts of various Board committees and task forces, including the Board Development Committee; nominate, orientate, and support new Board members; ensure that there is diversity on the Board.

Affiliate Relations

- Build relationships with local affiliate leaders; go out into the field to meet the affiliates and visit the centers; learn as much as possible about and respect their activities and ensure that an effective partnership continues with open channels of communication;
- Ensure that the national office continues to serve as an advocate for, and represents the interests of, the affiliates around the country and works to bring value to their efforts;
- Assume a leadership role at the National Conference and the Council Meeting, the Executive Directors' Roundtable, and New Executive Director Training Sessions.

The Person

Pivotal Experience & Expertise

The President should have the following experience and qualifications:

- Critical interest in the mission, programming, and advocacy agenda of Girls Inc., as well as a deep commitment to girls and to gender equity;
- Exceptional, highly credible communication skills, with the ability to serve as the lead spokesperson and ambassador for Girls Inc., and an ability to elevate and evangelize Girls Inc.'s advocacy priorities;
- Proven strategic management capabilities and commensurate fiscal responsibility with a regional or national decentralized network – in the private or not-for-profit sectors;

Leadership Capabilities

- If from the private sector the individual should have served as a nonprofit board leader;
- A record of success in raising major funds and in creating marketing strategies and alliances that generate revenue;
- An understanding of an affiliate or franchise model and the comfort and ability to manage through a process of influence and motivation without direct control.

The successful candidate should be the following:

- A strategic thinker who is able to successfully manage Girls Inc. today, while providing a bold vision for the future;
- Able to conceptualize and express ideas, and anticipate and act on events which may create opportunities for Girls Inc.;
- Comfortable promoting the organization's mission externally, and speaking passionately on behalf of girls in a broad and diverse public fora;
- A deep appreciation for diverse communities, cultures, and economic experiences, and an awareness of the issues facing the population served by Girls Inc., a commitment to advancing equity and inclusive practices as demonstrated through previous work;
- Have strong interpersonal and relationship building skills;
- Demonstrate effectiveness in empowering staff and collaborating with a board, should be as comfortable with national leaders as with local communities;
- An innovator by nature who generates opportunities to catalyze Girls Inc.'s growth and therefore its impact, a thoughtful risk taker with fresh ideas who can initiate rather than just respond, and look for new ways to work with external constituents;
- A decision maker who is firm and confident, yet flexible;
- A collaborator and consensus builder with good judgment and the ability to reconcile divergent points of view, resolve conflicts, and ensure that all of the constituents of Girls Inc. operate as a cohesive unit;
- An ethical individual with outstanding human qualities; able to relate to diverse audiences, impart trust, integrity, stability, sensitivity, common sense, and tolerance, and motivate others in a similar vein;
- A leader comfortable with ambiguity and process, and with an aptitude to lead across a complex structure with diverse stakeholders;
- A systems thinker broadly, but also with a keen understanding and appreciation for information technology, the use and impact of data, and social networking, particularly given the investment in the #GirlsToo campaign;
- Someone with energy, a sense of humor, and maturity in order to maintain perspective and a sense of balance.

Other

- Willing to commit to leading the organization for an extended period of time, minimally five years;
- Willingness to travel 45-50%.

Girls Inc. is an Equal Opportunity Employer.

Applications and nominations can be sent to GirlsIncCEO@heidrick.com. Review of materials will begin immediately.

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