



## Chief Impact Officer

Washington, D.C.

### EXECUTIVE SUMMARY

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**The National Center for Family Philanthropy (NCFP) is pleased to invite nominations and applications for a Chief Impact Officer (CIO).** In collaboration and partnership with visionary philanthropic families, NCFP seeks to unlock the total potential of philanthropic families to create meaningful and enduring change.

The National Center for Family Philanthropy is an Equal Opportunity Employer. It is the policy of NCFP to ensure equal employment opportunity without discrimination or harassment on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law. NCFP prohibits any such discrimination or harassment.

Today, the field of family philanthropy is calling for support to respond to an increasingly complex world, such that individual and collective social-impact investments are more strategic, justice-minded, and effective. Technological advances are allowing us to engage, magnify, and measure impact in ways we could not have envisioned 20 years ago. Covid-19 has further pushed the nonprofit and philanthropic sector to reimagine systems of funding and support for addressing growing health and economic crises. Motivations for engaging in philanthropy, the structures that support giving, and the very definitions of philanthropy and family, are changing and being challenged.

NCFP seeks a dynamic leader who will partner with the CEO to build out the business model, next-stage programming, and infrastructure at NCFP in ways that will enable the organization to respond to most effectively, and support, the changing field of family philanthropy. The successful candidate will bring experience in funding and revenue models, culture building, change management, and organizational design that will support a high-level of organizational effectiveness in a highly dynamic time. They will be a strong listener, communicator, and storyteller who can articulate and amplify the values, lived experiences, and lessons that demonstrate the total potential and impact that family philanthropists can have to bring about meaningful change.

The Chief Impact Officer at NCFP is invited to integrate the impact strategy of the organization with its business model and program offerings, creating the conditions that will allow NCFP to develop critical sector partnerships; identify, synthesize, and build upon important developments in the field; and cultivate strong relationships with families seeking greater effectiveness in their social-impact investments. The CIO will contribute to the evolution and execution of NCFP's next-stage vision for supporting the sector, bringing deep knowledge of family philanthropy as well as leadership in supporting responsive deployment of resources into issues and communities that families care about most. The CIO will drive NCFP's internal integration across organizational functions, aligning revenue strategies with relationship management and programs. They will lead the design and execution of a measurement and learning plan, which will require implementing systems and tools as well as building a culture of using data for continuous improvement. The

CIO will be a leader and advisor on centering equity in both the organizational context and the philanthropic relationship. They will support the development of philanthropic craft that utilizes a range of tools, structures, and approaches toward more authentic, more collaborative, more strategic, and less transactional relationships with social impact partners.

The salary range for this position is \$140,000 – 160,000 plus benefits, which include paid vacation; 10 holidays; new parent leave; 100% employee premium paid for medical/dental/vision insurance; retirement contribution; short and long-term disability and life insurance; and professional development.

## FOUNDING HISTORY & INSPIRATION

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NCFP was founded to successfully meet the needs of philanthropic families, their staff, and advisors. It was a nascent time for the field. Organizations serving philanthropists were not common. Donor advised funds were not ubiquitous. NCFP was instrumental in organizing and building a base of knowledge to support the development of a now recognized field of family philanthropy.

Today, the field of philanthropy is crowded with consultants, financial advisors, membership organizations, formal geography or issue-based giving vehicles, and academic centers. Over the past few years, the pace of change in external context has rapidly accelerated as the field reckons with national disruption, the effects of climate change, health crises and long-standing structural inequities. Family philanthropy is confronted with a world where justice-minded and effective social impact investment requires proximity to communities that philanthropists aim to serve and learn from. Younger generations are more frequently contemplating the intersections of critical societal problems, like the effect climate change has on communities of color and their range of economic mobility.

Under these conditions, NCFP is called to respond to its community of family philanthropists with support that is agile, evolving, and increasingly co-created by stakeholders and partners in the field.

## THE OPPORTUNITY AHEAD

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NCFP is committed to a future where philanthropic families have clarity of purpose and achieve meaning and impact in their giving. To achieve this, NCFP is adopting a new formal strategic plan, with a theory of change linked to a clear business model, that calls for both an expansion in the number of families served as well as a deepening of their engagement toward more effective practices and stewardship. The program model shifts accordingly to prioritize relationship cultivation and management and more tailored content so that more community members and deeper engagement result in stronger outcomes for family giving and increased support for NCFP's business model.

NCFP, guided by its refreshed theory of impact, works to:

- **Elevate** a vision for family philanthropy, including the potential and practices of impactful and intentional giving.
- **Activate** and connect a diverse and engaged peer community of philanthropic families and partners.
- **Equip** families and their partners to achieve purposeful outcomes with curated and relevant tools, resources, and skills.

In preparation for growth, NCFP needs to bolster its operational and financial management capacities – to elevate, activate and equip itself. In the next three years, NCFP will be building an organization ready to

scale its impact, by investing in systems and staffing for growth, testing the program model, and establishing strong impact measurement. NCFP will make foundational investments in staffing, culture, capacity, and systems.

## **OPPORTUNITIES AND CHALLENGES FACING THE NEW CHIEF IMPACT OFFICER**

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The Chief Impact Officer will join an extraordinary team of individuals and a thriving community of family philanthropists committed to advancing the capacity of mission-driven organizations to drive positive change in our communities. The CIO will:

### **Work in Partnership with the CEO to Reimagine Revenue, Program, and Relationship Management in Order to Expand Access to Resources and Increase Impact**

The CIO will join NCFP at a critical moment in the realization of its newly approved strategic plan which calls for a more integrated and responsive relationship between its funders, program development, and investments in field-building. NCFP knows that when families engage purposefully in their philanthropy, they align their capital with their values, realize satisfying and meaningful giving, elevate their practices, and create positive impact. NCFP has long been the go-to resource for families building their giving practices and in this new era NCFP has the opportunity to expand upon its success by sustaining successful programs while cultivating new opportunities for families to explore new giving practices and tools. The CIO will work collaboratively with the CEO to develop robust, trustful relationships with existing and new stakeholders supporting the co-creation of programs for families to engage in effective family philanthropy.

### **Oversee the Implementation and Management of Integrated and Responsive Program, Revenue, and Marketing/Communications Functions at NCFP**

The CIO will be skilled in the art of culture building, change management, and equity-centered organizational design to support organizational effectiveness through the oversight, dynamic integration and enhancement of program, community development, marketing and communications, and revenue functions at NCFP. The CIO will build connectivity across the teams to ensure families experience responsive and coordinated attention to their needs. The program team, currently managed by the VP of Programs, offers curated learning, advice, and access to a variety of peer networks to shepherd philanthropic families through the broader giving journey by way of trusted partnerships. The new Director of Development and Community's team drives progressive relationship management with families and other NCFP partners, the associated annual renewal and acquisition fundraising, and major grants. The marketing manager serves the overall organization as a point of messaging and brand integration. Longer term, the CIO will help evolve the organizational structure as a member of and in partnership with NCFP leadership.

### **Nurture a Diverse and Talented Team**

NCFP is moving toward a matrixed and distributed leadership structure as its core functions are more tightly integrated. The CIO will support the CEO to nurture the shared leadership environment through communication strategies and role clarity that promotes transparency, authentic feedback, asset-based support, and a data and learning orientation within and across the NCFP team. As a strong collaborator, mentor, and coach, the new CIO will help support a culture of learning, using inquiry and exceptional facilitation skills to invite a range of inputs and synthesize across lines of difference both within and outside of the organization. At the same time, the CIO will help NCFP strengthen its ability to use data to make important decisions about resource allocation and where to spend time to have the greatest impact.

In order to meet its strategic goals to serve the sector of family philanthropy more effectively, NCFP will need to strengthen the attributes and capabilities of current staff including program competencies across

the organization, sector expertise and leadership, relationship management, client service and development, and a data and outcomes orientation for learning.

### **Maintain Unwavering Commitment to Equity-Centered and Anti-Racist Practices**

The CIO will play an important role in the complex work and healing inherent in advancing racial equity and anti-racist practices, internally and externally. Working in partnership with the NCFP staff, leadership and family philanthropy community, the CIO will drive an unwavering commitment to a more equitable world for all people and the planet, centering equity, and racial justice as key components for transformative social change. Upholding the above stance while meeting philanthropic partners and NCFP team members where they are requires a high degree of emotional intelligence, artfulness, maturity, and discipline. The CIO will uphold a focus on creating an internal culture that centers equity and diversity, drives greater integration, and embraces ongoing learning and measurement, bolstering the effectiveness of the organization.

### **Support Sector, Partnership, Program, and Community Building Opportunities**

The CIO will work collaboratively with the CEO and the fundraising and program teams to cultivate and nurture relationships with families who support and participate in NCFP's program and community building activities. The new CIO will keep NCFP's value and contribution always at the fore, both anticipating and responding to the needs of constituencies in a rapidly evolving sector. NCFP's programs are also an important opportunity for families to connect with one another, and the CIO will help guide the team to leverage technology and in-person platforms to support community building. The CIO will bring critical consciousness, equity fluency, entrepreneurship, and sector knowledge to the work of supporting philanthropic families to be more strategic and impactful in their giving.

## **QUALIFICATIONS OF THE IDEAL CANDIDATE**

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The ideal candidate will be first and foremost committed to NCFP's mission and the visionary evolution of the organization, taking it to the next level of effectiveness. They will be eager to step in and help NCFP leadership leverage co-design thinking and collaborative program and organizational development, resulting in both increased and more sustainable social impact. They will be experienced in motivating and supporting organizational change to address racial equity goals, and a successful people-developer grounded in an asset-based approach.

While no one person will embody all the qualities enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

- At least 10 years of experience in a combination of philanthropy (including family philanthropy), social sector, leadership, and organizational strategy and development.
- Proven track record of building, implementing, and refining sustainable and resilient team structures and program strategy.
- **Manages for Results & Delegates Effectively:** Helps team members set goals and achieve measurable results, promoting accountability at the team and individual level for delivering against agreed upon goals. Holds self and others to high standards. Pushes decision making authority to the lowest possible level by establishing clear goals, providing supportive coaching and direct feedback.
- Skilled at connecting financial analysis, program design, and revenue models inspiring investment and commitment both internally and externally.
- Broad knowledge of best practices and emerging trends in the field of philanthropy, particularly philanthropy support organizations, with an emphasis on supporting philanthropic families at all stages of their giving cycle, leadership, and strategy.

- The ability to approach work with deep attention to, and consideration of, all dimensions of intersectional racial equity.
- A strong strategic thinker and executer, able to visualize and operationalize goals for staff to achieve.
- A strong people developer who enjoys coaching and stimulating others to do their best work.
- Comfortable communicating transparently and strategically in anticipation of CEO, Board and staff needs. Takes feedback thoughtfully and integrates into a shared vision and work product.
- A hands-on leader who balances a sense of urgency with empathy and humility when building and maintaining relationships with new and existing partners and with leaders and philanthropic families in the field.
- Lived experience that promotes knowledge of and sensitivity to the challenges vulnerable communities face including appreciation for historical context, discernment of relationship nuances and power dynamics, and understanding of social, racial, and ethnic realities.
- Successful experience leading a multidisciplinary team and working effectively with persons from diverse cultural, social, and ethnic backgrounds; willingness to set aside a personal agenda in favor of organizational and/or community goals and objectives.
- Strong relationship building and communication skills with the ability to have authentic dialogue around sensitive issues.
- Highly developed emotional intelligence and active listening skills, and the ability to use interpersonal and political skills in collaborative ways.
- Excellent writing, editing, analytical and oral communication skills including the ability to collect, review, synthesize and present information and findings.
- Ability to multitask and meet deadlines within designated timeframes as well as demonstrated resourcefulness in setting priorities; strong organizational skills and exceptional attention to detail with the ability to work both independently, take initiative and contribute ideas for enhancing performance.
- An optimistic outlook and the humor, integrity, kindness, and patience necessary to work within a transformative environment.

## TO APPLY

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For more about the **National Center for Family Philanthropy**, please visit: <https://www.ncfp.org>

This search is being led by [Katherine Jacobs](#), [Paola Peacock-Villada](#), and [Sarah Hecklau](#) of the talent strategy firm, [NPAG](#). Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Candidates may submit their cover letter, outlining their interest and qualifications, along with their resume via NPAG's [candidate portal](#).

If you would like to submit a nomination for this role, please email: [ncfp-cio@npag.com](mailto:ncfp-cio@npag.com)