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Position Guide

Chief Development Officer

www.wingsprogram.com



POSITION: Chief Development Officer

REPORTS TO: Chief Executive Officer

LOCATION: Palatine, Illinois (Chicagoland)

MISSION

Founded in 1985, the mission of WINGS Program, Inc. is to provide housing, integrated services, education and advocacy to end domestic violence

ABOUT WINGS PROGRAM, INC.

Established in 1985, WINGS provides a pathway to independence for people whose lives have been disrupted by domestic violence. WINGS got its start as a non-profit housing agency. Today, as Illinois' largest provider of services for victims of domestic violence, WINGS offers emergency safe shelter and transitional housing and helps families in crisis meet basic needs for items such as food and clothing.

Escaping the cycle of violence, however, requires more than just a safe place to live. WINGS has continued to expand so that we can address the specific needs of the individuals and families we serve. Many different kinds of support are needed to help them move away from violence and towards safety and self-sufficiency. Today, WINGS is able to connect clients with a wide range of services such as counseling, legal assistance, mentoring, life skills support and career services.

In 2017, through support from WINGS programs, 676 adults and 463 children were empowered to have a better life, receiving life-changing support. WINGS provided 74,781 nights of shelter service, 4,009 hours of counseling services and 10,619 hours of children's services. Our services are provided in the locations of our headquarters offices, two safe houses, three shared homes, and twenty-four transitional housing units. In 2017, WINGS' \$5.8 million budget was supported by diversified sources including contributions (25% cash and in-kind), special events (21% net of direct costs), our three resale stores (5% net of direct expenses), government contracts (28%) and other such as program fees, funds released from restriction and investment income. (21%).

Making the courageous decision to leave an abusive relationship is the first step in a difficult journey. Our goal as an agency is to provide all the tools and supports needed to ensure that families have what they need to move towards safety, independence and self-sufficiency.

THE OPPORTUNITY

The Chief Development Officer will work closely with the Chief Executive Officer, Chief Operating Officer and Chief Financial Officer to carry out the strategic plans and financial goals as set forth by the Board of Directors.

The Chief Development Officer will have the opportunity to design, develop and lead a comprehensive fundraising strategy for the WINGS organization. This position will support a \$10 million annual budget and must develop a culture of philanthropy so that a system of development and supportive networks can sustain our current structure.

In 2016, WINGS was privileged to open the Chicago Metro Facility, with 20 rooms, 3 transitional apartments and a capacity of 50. The Metro Facility essentially doubled the size of the WINGS organization. While this growth has allowed us to expand our reach, the overall financial costs to support all staffing, facility and maintenance needs have stretched the limits and financial reserves of the WINGS organization.

Despite great success in building support from the greater Metropolitan area, WINGS now must expand its culture of friendraising and fundraising. The overarching opportunity is to build a strong network of relationships in Chicago and throughout the North Shore.

POSITION SUMMARY



The Chief Development Officer's (CDO) primary role is to direct the fundraising strategy and lead the fundraising program for the WINGS organization. This role will lead and execute a budget in excess of \$10 million annually to support WINGS' mission in Illinois. This role will have a strong leadership network throughout Chicagoland to secure new and sustained funding commitments and development opportunities to ensure the organization's stability and growth. The CDO will develop short and long-term growth strategies for

WINGS, identify and address development issues, and evaluate internal operating procedures within the organization that support WINGS' development strategy and program.

Other key duties are to foster a culture of philanthropy within the organization by assuring that the organization's corporate culture, systems and procedures support successful

fund development; lead staff and volunteers to institutionalize philanthropy and fund development within the organization; plan, coordinate and assure implementation of strategies to develop sustainable donors and contributions to support WINGS; and maintain accountability and compliance standards for donors and funding sources.

NATURE AND SCOPE OF THE POSITION

- Partners with the CEO, staff and governing body to define the organization's mission and direction.
 - Provides vital input in short- and long-term strategic and operational planning and positioning within the organization.
 - Ensures that philanthropy and fund development are executed in keeping with WINGS Plan, values and mission.
 - Partners with the CEO, staff and board in charting the organization's course in fund development; actively solicits and finds new sources of funding.
 - Actively supports and refreshes the philanthropy committee of the WINGS board to develop new funding sources and fresh funding opportunities.
 - Keeps informed of developments in philanthropy and fund development as well as the general fields of management and the not-for-profit sector; informs the chief executive officer, development committee(s) and board on current trends, issues, problems and activities to facilitate policy making. Recommends policy positions concerning fund development.
 - Helps develop a balanced funding mix of donor sources and solicitation programs tailored to the needs of the organization that will enable it to attract, retain and motivate donors and fundraising volunteers.
 - Helps establish performance measures, monitors results and partners with the CEO, philanthropy committee and board to evaluate the effectiveness of the organization's fund development program.

- Provides general oversight of all the organization's fund development activities, manages the day-to-day operations of the development function, and monitors adequacy of activities through coordination with staff, appropriate committees, and governing body.
 - Ensures compliance with all relevant regulations and laws, maintains accountability standards to donors and ensures compliance with code of ethical principles and standards of professional conduct for fundraising executives.
 - Ensures establishment of and compliance with the organization's own fund development and philanthropic principles, policies and procedures.
 - Assures stability by creating a working environment that is rewarding to staff and volunteers.
 - Appropriately represents WINGS, its board and CEO to donors, prospects, regulators, development and philanthropy committee(s) and fundraising volunteers.

- Ensures attainment of the organization's fund development activities through the selection, development, motivation and evaluation of human resources, both professional and volunteer.

- Designs and assures implementation of cost-effective fund development programs, employing economy while maintaining an acceptable level of quality and solid return on investment.

- Addresses other tasks as assigned by the CEO.

PERFORMANCE EXPECTATIONS



As a member of the executive management team reporting to the CEO, the CDO will be a part of a four-person leadership team that helps set the direction and ensures the health of the institution. The individual is a strong, strategic leader and highly networked; an experienced, capable and energized fundraising professional and an excellent overall manager of the development division.

The Chief Development Officer is expected to:

- Translate broad goals into achievable steps.
- Help set, manage and deliver on the Development Plan.
- Handle detailed, complex concepts and problems and make rapid decisions regarding management and development issues.
- Plan and implement programs.
- Establish strong and appropriate relationships

with CEO, staff, board, volunteers, donors and the general community.

- Develop smooth and constructive relationships with people from all segments of the community.

The Chief Development Officer is also expected to:

- Plan and meet deadlines.
- Maintain a flexible work schedule to meet the demands of executive management.
- Demonstrate initiative and work as a team player.
- Adhere to the highest ethical standards in management, governance, and fund development.
- Convey a professional and positive image and attitude regarding the organization and the not-for-profit sector.
- Demonstrate commitment to continued professional growth and development.

CANDIDATE PROFILE

We seek a proven philanthropic leader whose career has been highlighted by a proven track record in multi-discipline development areas inclusive of major gifts and capital campaigns. He/she will be an exceptional communicator with the ability to comfortably speak publicly but just as nimbly meet one-on-one with stakeholders. This person will ask many questions and have a listening ear along with the ability to synthesize the information he/she receives into actionable items.

This individual will have had experience working alongside volunteer leadership and will understand the unique dynamics of that relationship. Embracing of a servant leadership

approach, this executive will have the ability to be collegial and collaborative not only within the development department but within the overall organization, with all departments, and volunteer leadership.

- Comprehensive management skills and experience are required including but not limited to short and long-term planning, evaluation, directing and motivating staff and donors, excellent oral and written communication skills, marketing and financial management, values clarification, organizational behavior and development, and governance.
- The position requires demonstrated experience in managing and implementing a comprehensive fund development program and producing charitable contributions.
- The individual is expected to be a highly competent enabler of volunteers and staff.
- Knowledge and experience in the following areas is required: the nature and dimensions of philanthropy, ethics, motivations for giving and volunteering, research and cultivation practices, standard fundraising techniques including face-to-face solicitation, proposal writing, special events, telephone solicitation, and direct mail, and, development office functions including gift processing, prospect and donor histories, and fundraising reporting.
- The individual is also expected to have demonstrated experience and confidence in asking people to contribute time and money.
- The individual is to act as an ambassador for WINGS to donors and others, as a manager modeling decorum for staff, and under extreme pressure, no matter what the cause.
- Familiarity with computer systems is necessary.
- A bachelor's degree is required as is a minimum of 10 years fundraising experience.
- Membership in a professional fundraising association is expected. Baseline certification in fundraising, the CFRE (Certified Fund Raising Professional) is preferred.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/wings/>