

Vantage Point Executive Director Role Profile

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INTRODUCTION

With the upcoming retirement of our current Executive Director, Vantage Point is recruiting for a new leader to guide our future success. This document provides information on Vantage Point, the role of Executive Director and the profile of the candidate we are seeking.

VANTAGE POINT OVERVIEW

At Vantage Point, we believe staff and volunteer leaders in the not-for-profit sector can and should have every advantage as they address some of the most challenging issues in communities across our province. Vantage Point grew out of the critical need to invest in capacity building by addressing the changing paradigm of volunteerism in the not-for-profit sector. We believe that organizations are only as strong as their people – leaders, board directors, volunteers, and staff.

At Vantage Point, we deliver foundational, advanced and custom learning opportunities focused on governance, leadership, planning, and people engagement for new and seasoned sector leaders, board directors and managers.

Industry leaders and professional facilitators deliver most of our programs. They're proven experts in their fields, and they're dedicated to giving their time and sharing their knowledge with our clients. We call them "Knowledge Philanthropists."

We lead by example, growing Vantage Point as a living laboratory that tests, refines and shares best practices in the sector in a spirit of abundance. Focusing on strengths and opportunities, we're lifting the capacity of our clients, building a network of generative leaders and transforming not-for-profit leadership.

Our Mission

We transform not-for-profit organizations by convening, connecting and equipping leaders to lift organizational capacity.

Strategic Priorities

In 2017, Vantage Point completed a strategic planning process that refreshed and built on our previous strategic plan. The staff and board believe we have a solid strategic plan and like the direction in which we are headed. Our strategic plan identifies four strategic priorities:

- Develop new connections and deepen existing relationships in British Columbia.
- Develop and deliver relevant, high-impact learning opportunities.



- Measure and communicate our impact on leadership, capacity and people engagement.
- Build Vantage Point's internal capacity.

The complete strategic plan can be found on Vantage Point's website.

Staff Team and Budget

Currently Vantage Point employs 11 paid staff and has a plan to add an additional position early in 2018. Four (4) of these positions report to the Executive Director:

- Associate Executive Director;
- Director, Finance;
- Director, Learning; and
- Community Partnership Manager.

In addition to paid staff, Vantage Point has an extensive network of over 100 Knowledge Philanthropists who deliver the majority of Vantage Point's programming.

In 2018, Vantage Point's revenue is expected to reach \$1 million. Our projected costs are slightly under this amount.

Programs and Services

Vantage Point has four main lines of business:

1. **Knowledge Sharing & Convening:** Resource Library, From our Vantage Point Podcast, Govolunteer.ca, Capacity Investor Network, & Board Chair Breakfast
2. **Workshops:** Governance, Leadership, Human Resources, & Planning topics
3. **Advanced Learning:** Executive Lab, LeaderShift, Governance Academy, Leadership Principles, and the annual BOSS Conference
4. **Customized Learning & Consulting:** Board Governance, Strategic Planning, Operational Planning, Staff & Board Retreats, Team Building, Leadership Training, Organizational Assessment, and Performance Planning

Customers

Vantage Point works with staff, board directors and volunteers in organizations in every sub-sector within the not-for-profit sector, with the majority working in the Social Services, Arts & Culture, and Health sub-sectors. Many of the organizations we work with are small to medium sized (2 – 20 staff); however, a significant number (35%) have over 20 staff and in the last few years we have seen growth in the number of large organizations engaging with Vantage Point.



ROLE PROFILE

This is not an every-day executive director position. Vantage Point's Executive Director has the potential to be at a nexus of governance, leadership and thought leadership in the not-for-profit sector in BC. The position shapes our organization and has potential to influence the future of the not-for-profit sector in BC through staying abreast of emerging trends in the sector and convening influential leaders who can move change forward within the sector. The Executive Director reports to the board of directors and is ultimately accountable for all aspects of Vantage Point's operations.

Opportunities and Challenges

Over the last four to five years, Vantage Point has gone through significant change to ensure a relevant and strong organization. The new Executive Director has an opportunity to take the systems that have been developed over the last four years and use them to continue to grow the organization and our impact in the sector.

Vantage Point is in the early stages of developing a culture of philanthropy at all levels of the organization and implementing a fundraising program. The new Executive Director will be expected to shape the direction and success of the fundraising program, expanding our notion of abundance to include financial abundance.

Over the last four years, Vantage Point has increased its delivery of revenue generating programs. Our staff and board both feel there are opportunities to further expand these programs both in terms of our geographic reach (across BC) and in terms of number of participants and organizations impacted.

Vantage Point is a medium-sized, charitable organization with the challenges and limitations inherent with that, including attracting and retaining the staff we need for the salaries we can afford and Knowledge Philanthropists for the benefits we can offer. The next Executive Director will need to continue to work on improving Vantage Point's ability to attract and retain highly-qualified and motivated staff and Knowledge Philanthropists, while adapting our work environment to the needs of a mixed-generation workforce.

Key Responsibilities

The key responsibilities of Vantage Point's Executive Director are:

- implementing and testing best practices in not-for-profit governance;
- role modeling Vantage Point's leadership principles, development of Vantage Point's team and the culture of Vantage Point's work environment;



- revenue generation through fund development, social enterprise, entrepreneurial thinking and business acumen;
- communications and networking to ensure Vantage Point has the highest possible public profile;
- government relations, especially to build understanding of and support for capacity building, leadership development and good governance;
- human resources oversight including recruitment and talent management;
- financial oversight, planning and budgeting;
- risk management; and
- is ultimately accountable for the entire operations of Vantage Point.

One- and Three-year Critical Success Indicators

After one year, it will be clear the new Executive Director has been successful if:

- they have delivered an annual operating plan, executed the plan on time and on budget, and have reported regularly on how the plan is tracking;
- there is high recruitment and engagement of critical roles (staff, knowledge philanthropists and board);
- the Executive Director is energetically fundraising and Vantage Point is meeting fund development goals; and
- there are high levels of satisfaction with the Executive Director on the part of the board, and vice versa, and the Executive Director has a relationship with each member of the board.

After three-years, it will be clear the new Executive Director has been successful if:

- Vantage Point is consistently offering services somewhere in British Columbia outside of Coal Harbour, and has concretely explored options for an additional physical presence in British Columbia;
- Vantage Point is exceeding fund development goals;
- Vantage Point is a 'go-to' organization for sector-related issues;
- Vantage Point sees a growth in client service and new partnerships are forged; and
- Vantage Point is meeting regularly with representatives of the provincial government related to capacity building and leadership development in the not-for-profit sector.



Salary and Benefits

Vantage Point has a competitive benefits package including a defined benefit pension plan, MSP premiums, extended health and dental, short- and long-term disability insurance, group life insurance and accidental death and dismemberment insurance. Premiums are split between the employer and employee based on Vantage Point's policies.

Total compensation (salary, pension and other benefits) will be commensurate with experience and education of the successful candidate and is expected to be in the range of \$110,000 - \$140,000 with room to grow as the Executive Director grows the organization. The board of directors is determining the final compensation structure, and is open to including variable incentive pay (performance based bonus) as part of the structure.



CANDIDATE PROFILE

We are seeking an Executive Director who is dedicated and positioned to advance Vantage Point's mission. Ideally, we are looking for someone who has or can quickly build a high level of credibility within the not-for-profit sector in British Columbia and can translate this credibility to Vantage Point. We need an Executive Director who has a higher than average tolerance for risk, change and ambiguity. We are seeking someone who keeps an eye on the trends in the not-for-profit sector and in leadership development. The specific competencies, education, knowledge and experience we are looking for are outlined in the rest of this section.

Competencies

Leadership – Role models the leadership competencies and skills that Vantage Point promotes throughout the sector. Is skilled and experienced at managing change and comfortable innovating and taking calculated risks. Recognizes they lead a team of leaders and is able to support their growth and development.

Organization and Sector Champion – Promotes the organization, its core values and concepts to key stakeholder communities, including selling, fundraising, advocacy, partnerships, government relations and public speaking. Positions Vantage Point as a driver of best and next practices in not-for-profit governance and leadership. Champions the not-for-profit sector and helps to shape the sector's future in British Columbia.

Governance Champion and Board Relations – Understands that governance is a partnership between the board of directors and the Executive Director. Continues and enhances Vantage Point's tradition of using itself as a living laboratory to implement and test best practices in not-for-profit governance. Works effectively with a volunteer board of directors, leveraging their knowledge, skills and passions in service of the organization. Translates the role and decisions of the board to the staff and knowledge philanthropist team

Strategic Orientation – Can develop broad and audacious strategic goals in partnership with the board and translate these into concrete, realistic action plans. Executes against these action plans (on time, and on budget), making adjustments as required. Understands that mission and business outcomes sometimes must be held in creative tension.

Coaching and Development – Motivates, develops and retains a talented, high-performing team (staff, knowledge philanthropists and board) while ensuring opportunities to contribute are distributed appropriately across the team. Ensures the structure of the team is efficient and effective, and ensures the administrative systems required to support the team and the organization are in place.



Fund Development – Is familiar with and can either complete or oversee the completion of all aspects of private fundraising from identification to stewardship. Ensures Vantage Point’s mission and activities are translated into a compelling and understandable case for support. Sees investors/donors as part of the Vantage Point family and engages them in multiple ways to advance our mission.

Networking and Collaboration – Creates an environment that encourages the establishment of new relationships and networks to forge and work towards an inspiring vision of the future for the not-for-profit sector in British Columbia. Actively nurtures both formal and informal contacts to facilitate the strategic goals of Vantage Point and the not-for-profit sector by proactively sharing information, best practices, respective interests and areas of expertise. Seeks creative ways to partner to advance the capacity building, governance and leadership needs of the not-for-profit sector in British Columbia.

Risk Management – Oversees the risks to the organization; knows what the risks are, has mitigation strategies in place, and actively monitors them.

Financial Acumen – Analyzes and interprets financial data to make appropriate business suggestions and decisions. Is able to support other staff to analyze and interpret financial data to inform their business decisions. Is able to clearly communicate the relationship between business decisions and the financial health of Vantage Point.

Education, Knowledge and Experience

- A bachelor’s degree or higher in a related discipline (equivalent experience and education will be considered)
- Seven or more years in senior leadership and management roles
- Knowledge of the not-for-profit sector in BC and trends within the sector
- Significant experience, perhaps even a recognized expert, in at least one of Vantage Point’s core practice areas of leadership development, governance, and organizational development
- Significant first-hand governance experience either having worked directly for a board of directors (or similar governance body), or as a member of a board of directors.
- Demonstrated commitment to leadership development (self and others)
- Experience developing and successfully implementing fundraising plans including supervising fundraising staff
- Experience developing new and innovative programs and business plans



- Experience with innovation and leading rapid growth
- Experience managing within and meeting (or exceeding) financial targets
- Experience leading change including structuring and re-structuring teams
- Experience working in or leading a consulting/professional services practice is an asset
- Experience building partnership networks or collaborative impact tables is an asset
- Experience with public relations, government relations and/or public speaking is an asset
- Familiarity with Susan Kenny Steven's *NonProfit Lifecycles* and Vantage Point's *The Abundant Not-for-Profit* is an asset

QUESTIONS AND APPLICATION INFORMATION

If you have questions about this opportunity, you are encouraged to submit your questions by email to Farah Kotadia, Executive Director Recruitment Knowledge Philanthropist, at recruitment@thevantagepoint.ca and include a phone number she can reach you at in case your question requires a conversation that is more in-depth than can be covered by email.

Please submit your application in confidence through the CharityVillage.ca link below no later than 4:30pm on January 15, 2018. Your application must include a cover letter and résumé or curriculum vitae. In your cover letter please ensure you explain how your education, knowledge and experience meets the requirements we are seeking.

Posting URL: <http://bit.ly/2AtMfUw>

Submission Deadline: 4:30 pm PST, January 15, 2018