

HOWE-LEWIS INTERNATIONAL
POSITION SPECIFICATION
9/10/18

TITLE: President and Chief Executive Officer

INSTITUTION:



**National Trust for
Historic Preservation®**

WEBSITE: savingplaces.org

LOCATION: Washington, DC

ABOUT THE NATIONAL TRUST:

Mission

The National Trust for Historic Preservation protects significant places representing our diverse cultural experience by taking direct action and inspiring broad public support.

Purpose

Saving places that shape our American experience to honor our personal and shared stories and inspire a more vibrant future.

Values

- Collaboration
- Diversity and Inclusion
- Innovation
- Integrity
- Making a Difference

The National Trust for Historic Preservation is a privately funded nonprofit organization that works to save America's historic places. The National Trust seeks to expand the preservation movement through direct, on-the-ground action and advocacy campaigns that save and reimagine historic sites. Its work helps build vibrant, sustainable communities by facilitating broad public participation in the preservation of sites, buildings, and objects of national significance or interest. The Trust is about people saving places. It advocates to save America's heritage, striving to create a cultural legacy that is as diverse as the nation itself so all of us can take pride in the full American story.

Chartered by Congress in 1949, today the National Trust operates out of its headquarters in Washington, DC, eight field offices, and 28 historic sites nationwide. The National Trust is supported entirely by private contributions and earned income and is broadly recognized as the country's leader of the historic preservation movement.

Strategic Direction/Vision

The National Trust has set out a strategic vision to become the national name for saving places; to be known, understood, appreciated, and supported by millions of Americans; and to use that stature and reputation to affect preservation at an unprecedented scale and impact. The Trust is a thriving organization, actively saving America's significant historic places, representing our collective cultural experience, for the benefit and enrichment of all. A key priority for the President and CEO is to drive the National Trust's commitment to diversity and inclusion as the organization works to protect a cultural legacy that is as textured and diverse as the American experience, strengthening the social, environmental, and economic fabric of communities.

As the leading advocate for the protection of significant places and cultural landscapes, the National Trust helps cities and towns across the country safeguard and reuse their unique and invaluable historic resources. The organization also manages a network of historic sites to model best practices in stewardship, interpretation, and programming. The National Trust promotes investment in historic urban neighborhoods and main streets to help support vital, equitable, resilient, and healthy communities. The National Trust uses real estate, advocacy and legal tools to take direct action to save a revolving portfolio of individual places with deep significance to our country.

To achieve these goals, the organization currently focuses on three strategic programming priorities:

National Treasures: with the support of thousands of local preservationists and preservation professionals from coast to coast, identifying imperiled sites and landscapes that tell the complete American story, and taking the action needed to save them (to date, 100 nationally significant buildings, communities and cultural landscapes have been identified as National Treasures).

Historic Sites: preserving and elevating the appreciation of America's historic sites through innovative efforts at the 28 National Trust Historic Sites, using them as models for bringing new life and vitality to the places where America's history happened.

ReUrbanism: working to make America's cities and towns healthier, more inclusive, and more resilient (at present, fifty cities are covered by the Trust's Atlas of ReUrbanism with five on-the-ground campaigns).

Advocacy

The National Trust is uniquely positioned to be a powerful advocate in local statehouses, Congress, and the courts for preservation laws and policies. Each year, the organization focuses on a set of advocacy issues for which it takes a strong stand and builds broad coalitions of support.

Preservation Leadership & Training

The National Trust leads a network of preservation professionals by providing and curating cutting-edge content and offering online and in-person networking opportunities, bringing diverse new perspectives to the business of saving places. It provides trainings for preservation professionals and individuals new to the field and hosts the only annual national preservation conference for over 2,500 in-person and virtual attendees.

African American Cultural Heritage Action Fund

Among the National Trust's innovative and ground-breaking new signature initiatives, it created the largest preservation campaign ever undertaken on behalf of African American historic places in 2017. With \$6 million already raised towards a fundraising goal of \$25 million, the campaign draws attention to the remarkable places that evoke centuries of African American activism and achievement.

Supported by several major national foundations, the Action Fund will double the National Trust's own programmatic work of saving African American historic places and has launched a new national source of grant funding, administered by the organization, which will help grassroots organizations protect African American sites, museums, and cultural landscapes nationwide.

National Trust Subsidiaries

The National Trust has two subsidiary organizations that are closely tied to the Trust by brand, governance, and mission.

The National Main Street Center (NMSC), the Trust's not-for-profit subsidiary, is a national organization committed to historic preservation-based community revitalization. Its primary program, Main Street America, has been helping revitalize older and historic commercial districts for more than 35 years. Today, it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to becoming stronger communities.

National Trust Community Investment Corporation (NTCIC), the Trust's for-profit subsidiary, enables tax credit equity investments that support sustainable communities nationwide. NTCIC provides financing for federal and state historic tax credit (HTC), new markets tax credit (NMTC), solar tax credit (ITC), and low-income housing tax credit (LIHTC) projects. On an annual basis, NTCIC generates dividend income to support the National Trust's programs. NTCIC is also the parent company of National Trust Tours and National Trust Insurance Services.

FUNDING

The National Trust has a current consolidated annual operating budget of \$68 million. Sources of support include a strong base of 85,000 actively contributing members, major donors, foundations, and corporations who together contribute more than 50% of all annual revenue. The National Trust Council is a group of annual donors at the \$10K and above level who

provide leadership support. The National Trust's for-profit subsidiary generates between \$1-2 million in support annually. The organization has an endowment with a current market value of \$269 million, more than half of which is dedicated to its portfolio of 28 historic sites.

The organization completed a six-year comprehensive campaign in 2018, raising \$305 million toward a goal of \$200 million.

Please [click here](#) to review the 2017 financial statements.

GOVERNANCE

The National Trust is governed by a 25-30-member Board of Trustees that meets three times a year. Trustees bring a variety of expertise that includes: preservation; community revitalization and planning; finance; investments; business and organizational management; legal; marketing and government relations. The Board has seven active and engaged standing committees which occasionally meet between Board meetings to address key issues.

PRIMARY FUNCTION

Working closely with the Board of Trustees, the President and Chief Executive Officer (CEO) will be expected to bring the strategic vision and collaborative partnership approach needed to enable the organization to continue to lead and drive the evolution of the preservation movement as the national standard bearer. S/he will engage in constructive dialogue and collaboration with individuals and across organizational structures to build upon the significant achievements and impact of the Trust.

The CEO will provide leadership for programmatic activities that will help to increase awareness and philanthropic support, maximize resources and steward financial health to ensure a robust and sustainable future.

The successful candidate will bring a demonstrated ability to work effectively with a governing board, staff, and a broad range of external partners and other constituents to achieve ambitious goals in a fiscally responsible manner.

The ideal candidate will have polished communication and presentation skills and serve as an articulate and passionate ambassador for the organization in a broad range of settings and to inspire diverse audiences.

REPORTING RELATIONSHIPS

The President and Chief Executive Officer reports to the National Trust's Board of Trustees. Reporting to the President and Chief Executive Officer is a staff of more than 300 experts in advocacy, funding, interpretation, law, marketing, and preservation services. Direct reports are the Chief of Staff, Chief Marketing Officer, Chief Development Officer, Chief Legal Officer, Executive Vice President & Chief Preservation Officer, and Chief Financial & Administrative Officer.

THE OPPORTUNITY

This is an exceptional, high-profile leadership opportunity to work with a passionate and talented team of staff, board and volunteers to raise the National Trust's profile and secure increased resources to build upon and expand upon the organization's extraordinary achievements to date.

SPECIFIC RESPONSIBILITIES

- Partner with the Trustees to create and articulate a long-term vision, set strategy and communicate the Trust's mission to diverse audiences of stakeholders.
- Work with the development team to implement strategies to increase contributed support for organizational priorities: operating, programmatic, endowment and capital.
- Serve as the primary solicitor for a select, active portfolio of major donor prospects.
- Provide thought leadership and foster an entrepreneurial environment for creativity and innovation.
- Assess, evaluate, and advise the Board about the Trust's current programs and evolving programmatic priorities.
- Promote a culture of engagement and empowerment, convening and leading constituencies from across the organization and beyond to achieve excellence.
- Maintain the Trust's internal culture as an organization that values and achieves diversity and inclusiveness.
- Ensure that the National Trust reaches out to and engages diverse constituencies and partners to save the historic places that reflect the broad American experience
- Galvanize the potential of a decentralized organization with its highly capable and accomplished staff, field offices, subsidiaries, members, volunteers and partners.
- Raise the public profile of the Trust as well as the relevance of the preservation movement across a range of constituencies including government, business and civic leadership, the philanthropic community, and the general public.
- Set priorities, delegate responsibilities, assure accountability, and allocate resources to ensure results.
- Lead the Trust in prioritizing and enhancing its programs, advocacy, and resources to increase influence of the organization and its policies among government decision-makers.
- Focus on tracking and achieving maximum impact and effectiveness in delivering on the organizational mission.
- Ensure that the organization evaluates and optimizes its implementation of technology solutions and strategies on an organization-wide basis, while maintaining and improving legacy programs that are needed to achieve the Trust's objectives.
- Encourage and support the use of institutional strategic planning, research and technology to measure and report on outcomes and impact.
- Ensure that all activities and programs meet the highest standards of ethics and transparency and are aligned with the National Trust's values.
- Assist the Board of Trustees in providing the exceptional governance, programmatic, financial and fundraising support needed for a national organization.

CANDIDATE QUALIFICATIONS

The ideal candidate should meet the following criteria:

Experience

- Demonstrated track record of successful executive leadership experience, ideally in a not-for-profit organization with a national presence.
- Experience working effectively with a diverse board and senior leadership to establish strategies and tactics to achieve complex goals.
- Comfortable serving as both ambassador and advocate for the National Trust with the capacity to create and nurture coalitions, networks, and key relationships.
- Sophisticated knowledge of U.S. policy environments.
- History of working effectively with corporate leadership, policy makers, preservationists, other nonprofit organizations, donors, trustees, and staff.
- History of effectively guiding an organization through a period of executive leadership transition.
- Strategic thinker capable of forecasting short- and long-term objectives.
- Proven track record of success as a front-line fundraiser on a large scale, with the ability to build lasting organizational relationships with donors.
- Financially savvy; a deep understanding of nonprofit finances.
- Committed to embracing technology to advance an organization.
- Committed to best practices in nonprofit management.
- A collegial, collaborative leader and consensus-builder.
- Comfort/experience in large, multi-faceted settings; able to navigate complexity.
- Commitment to building, leading, and investing in a diverse workforce.
- Experience elevating the profile of an organization through multiple channels; an understanding of branding, marketing and positioning.
- Demonstrated success leading, motivating, and mentoring a large team, and ensuring that organizational functions are properly integrated to drive effective and efficient results.

Personal Qualities

- Genuine passion for the cultural heritage of the nation and its diverse stories.
- Entrepreneurial and creative.
- Courageous—willing to experiment, take risks, and challenge existing orthodoxy in order to build a more dynamic, impactful, and sustainable organization.
- Warm and engaging style.
- Energetic, positive, “can do” approach.
- Respectful, thoughtful and a good listener.
- Able to juggle multiple priorities and opinions.
- Charismatic and inspiring communicator and presenter who is able to articulate the National Trust’s mission and values to a broad range of constituents.
- Well-honed relationship-building skills.
- Able to motivate and inspire others to work toward a set of common goals.
- Able to effectively manage up as well as manage down.
- Sound judgment, integrity, and maturity.

- Commitment to fostering a culturally and ethnically diverse team.
- A quick study with an unquenchable curiosity to learn more.
- Ability and willingness to travel frequently nationwide.

Education

- Bachelor's degree is required; an advanced degree is desirable.

COMPENSATION

Compensation will be competitive and commensurate with experience and accomplishments.

CONTACT

Nominations and expressions of interest will be held in confidence and may be sent to:

Esther Rosenberg or Patty Greco
Co-Managing Directors
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New York, NY 10123
(212) 697-5000



To apply via the Howe-Lewis Talent Portal, please [click here](#). You may also email your resume and letter of interest to Trust@howe-lewis.com. Nominations and expressions of interest will be held in confidence.