



LEADERSHIP PROFILE



CEO

Charlottesville Area Community Foundation
Charlottesville, VA

**“Enriching communities, strengthening systems,
shaping futures”**

--cornerstones of the Foundation’s strategic thrust

EXECUTIVE SUMMARY

The Charlottesville Area Community Foundation (CACF) is a thriving community grantmaker—“an engine for positive change”—committed to improving the quality of life for people in Charlottesville, Virginia and seven contiguous counties.¹

Established in 1967, the Foundation has begun its second 50 years with a strategy representing two distinct but mutually supportive goals: Continue the excellent support of the donor-advised funds that make up the majority of its \$175-million corpus while leveraging the power of collaborative investment with donors, nonprofits and the community at large to address the region’s most

¹ CACF’s service area includes the counties of Albemarle, Buckingham, Fluvanna, Greene, Louisa, Nelson and Orang, as well as the City of Charlottesville

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pressing challenges. As one close observer put it, “I want us to be the *community’s* foundation, not just the community foundation.”

Under the tenure of the previous CEO, the Foundation initiated a community-wide needs assessment. That effort spanned hundreds of conversations across multiple stakeholders and communities of interest. The result was the current grantmaking strategy to maximize impact throughout the region by employing larger multi-year grants, open to all community-based organizations, as well as the traditional one-year grants, coupled with support of strategic initiatives in early childhood education and workforce development.

While still evolving, the parallel approach of superior service to individual donors paired with a strategic focus on longer-term initiatives is fully embraced by the board and staff, by key donors and, increasingly, by the community at large.

Three recent developments, coincident in time but otherwise distinct, have highlighted the criticality of the current strategy:



- First, a 2017 survey commissioned from the Center for Effective Philanthropy highlighted the opportunities inherent in broader-based engagement and communication by the Foundation with its full family of stakeholders, whether donors, grantees, program partners or others with a vested interest in a healthy, vibrant community.²
- Second, the violence of August 2017 that made Charlottesville a global name in ways it never sought also provided new visibility to the intersection of race, poverty and attendant disparities that informs so much of the Foundation’s work.³
- Third, the CEO who led the Foundation’s charge from primarily responsive philanthropy to increasingly strategic grantmaking decided last fall to pursue a different outlet for her energies.

Together, these developments and the Foundation’s renewed commitment to a strategy of impact present an extraordinary opportunity for a leader of consequence to become CEO of the Foundation.

² While the need for better communications was clear, 99% of current donors indicated a willingness to continue or expand their relationship with the Foundation.

³ In the immediate aftermath of the August protests, CACF launched the Heal Charlottesville Fund to help mitigate some of the costs of the trauma to victims, first responders and others impacted by the events.

The mandate is broad and compelling: Build on the Foundation’s wonderful work over the years to leverage the resources of an enlightened donor base, the dedication of an engaged, forward-looking board and staff, and the appetite of a community ready for thoughtful, respectful and engaging leadership of a prized regional asset.

THE ORGANIZATION

Founded in 1967, the Charlottesville Area Community Foundation (CACF) facilitates philanthropy that improves the quality of life in Charlottesville and seven surrounding counties in the beautiful Blue Ridge area of Central Virginia. With assets nearing \$175 million in over 300 funds, the Foundation is strongly positioned to solidify the dynamic growth of the recent past, continuing its commitment to strategic philanthropy while maintaining the service to individual donors that has been a hallmark for over 50 years.

The Foundation is governed by a 16-person volunteer board comprising civic, business, academic and philanthropic leaders from across the service area. The board’s work is supported by various committees, the membership of which includes non-board members.

The staff of nine is well respected by funders and grantees alike; with individual tenures ranging from a couple of years to three decades, they represent diverse viewpoints, work histories and life experiences. Having thrived under an empowering leader, they will be especially attentive to the developmental opportunities represented by the new CEO.



THE OPPORTUNITY

CACF is uniquely positioned to be a leading collaborative partner seeding lasting change within a region at a critical inflection point. The three-tier grantmaking strategy adopted in 2014 continues to inform the Foundation’s efforts: *Shaping Futures, Strengthening Systems and Enriching Communities*.

- The *Shaping Futures* grant track supports proven interventions to achieve measurable outcomes for specific groups and populations. For example, Charlottesville’s black community has a birth mortality rate more than twice that of the overall city or state. In partnership with Sentara Martha Jefferson Hospital, the Foundation made a \$500,000 grant to Sisters Keeper Doula Collective to reduce racial disparities in birth outcomes over a five-year period.

- *Strengthening Systems* grants support formal and informal systems that support the fabric of the community—a better food distribution system in Louisa County, for example, or a quarter-million-dollar grant over three years to the Charlottesville Works Initiative, a neighbor-to-neighbor system helping adults obtain and retain sustainable-wage jobs.
- *Enriching Communities* is the smallest of the three programs, averaging about \$10,000 per grant, but it connects CACF with the largest number of community-based organizations. Supporting an array of agencies working to keep the community a caring and vibrant place to live, the Enriching Communities grant track committed almost \$450,000 to over 50 organizations in 2017.

For more information on the Foundation, its strategy and a number of key partners and initiatives (such as [The Bama Works Fund](#), established 20 years ago by members of the Dave Matthews Band, or [The Imagination Foundation](#),



established last year to support increased engagement by a new generation of donors), please visit the Foundation’s [website](#), review its most recent [annual report](#), or peruse its latest financial filings [here](#) and [here](#).

THE RELATIONSHIPS

<p>The CEO reports to</p>	<ul style="list-style-type: none"> • The Board of Directors
<p>And manages a staff, currently nine, through three direct reports:</p>	<ul style="list-style-type: none"> • Director of Finance (now serving as the Interim President) • Director of Programs • Director of Donor Engagement
<p>While stewarding other important relationships, such as</p>	<ul style="list-style-type: none"> • Current and potential donors • Grantees and nonprofit partners • Community stakeholders with shared interests in the Foundation’s work, its impact or its constituencies

THE LOCATION

The Foundation is based in downtown Charlottesville, Virginia, on what this past December was renamed Heather Heyer Way, in honor of the young woman killed on the Foundation's doorstep when a car plowed through a group of counter-protesters last August.

Charlottesville is located about 100 miles southwest of Washington, D.C. and 70 miles northwest of Richmond, VA, in the foothills of the Blue Ridge Mountains. The area is home to two UNESCO World Heritage Sites, Monticello and the University of Virginia, as well as Montpelier, the home of James Madison. Click [here](#) and [here](#) for an overview of Charlottesville and the surrounding area.



THE MANDATE

The Charlottesville Area Community Foundation seeks a CEO who understands and respects the special opportunities at hand and the context in which they must be pursued. *“Moving tradition forward,”* the theme of CACF's latest [annual report](#), also reflects the nuanced leadership required of the Foundation's next CEO: Working in concert with a committed board and an exceptionally capable staff, provide the sort of leadership and vision that invites—and reciprocates—effective, impactful collaboration with donors, programmatic partners and community stakeholders in a manner consistent with the agreed-upon strategy.

CACF has enjoyed significant growth in assets and influence in recent years, and yet even its most loyal long-time supporters are vocal in highlighting opportunities for increased investment, increased collaboration and increased impact. It is essential the new CEO leverage this energy with their strategy into broad support across the Foundation's footprint.

THE CANDIDATE

The next CEO of the Charlottesville Area Community Foundation will be an experienced community leader broadly experienced in managing collaborative efforts addressing tough issues across diverse communities of interest. The search committee is open to a variety of career paths, but progression and impact in

diverse environments—corporate, philanthropic, civic and nonprofit—will be of special interest.

Competence: Among the traits being sought, CACF expects to hire...

- A board-savvy leader comfortable working with strong directors who share an abiding passion for the community and the work of the foundation
- A superior ambassador for the mission, whatever the context; an inviting CEO at ease being a magnet for the economic and people resources needed to effect lasting change in the communities within the Foundation’s footprint
- An executive who balances a long view of success with a sense of urgency about the work at hand
- A leader who embraces the CEO’s fundraising responsibilities and supports a culture of philanthropy throughout the organization
- A CEO who leads by influence rather than authority—while remaining willing to take a stand and make the tough calls
- A natural collaborator who knows when to lead and when to follow
- A respectful, empowering executive with the confidence to lead a team of smart, independent-minded colleagues accustomed to transparency and candor in their dealings with one another and the community at large
- A broad-based general manager—financially literate, intellectually astute, culturally attuned—with hands-on experience in a community nonprofit or grantmaking context
- An innovative thinker who can energize support for shared strategic goals and ensure the operational impetus to achieve them
- A compelling communicator—direct, clear, impactful—who builds enduring relationships.



Culture—CACF’s CEO should exemplify

- A genuine commitment to diversity and inclusion and to advancing racial equity—always important in community foundations, but of particular salience given Charlottesville’s recent history
- Humility and a willingness to listen and learn
- A compassionate management style, emphasizing team over self and collaboration over hierarchy, even while maintaining the disciplines required to sustain operational excellence

- Genuine respect for donors, grantees and the constituents they serve
- A thought partner for grantees and donors alike; a leader who can connect with authenticity at multiple levels and in multiple contexts, navigating easily among the Foundation's various constituencies
- An expansive view of resource development; a fearless fundraiser who is nonetheless nuanced in dealings with donors
- Cultural and social dexterity; an executive comfortable with the special demands of foundation leadership in a mid-sized community.

**For potential consideration or
to suggest a prospect, please email
CACF@BoardWalkConsulting.com
or call Sam Pettway or Ayanna Grady-Hunt at 404-262-7392**

