

# MEMO

Attachment J



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**Date:** November 4, 2010  
**To:** Board of Directors  
**From:** Nancy C. Dawes, Chair  
**Subject:** CEO Job Description

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Attached is the job description which has been drafted by the CEO Selection Committee. Please review the job description and be prepared to discuss it at the November board meeting.



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# CHIEF EXECUTIVE OFFICER (CEO) GIRL SCOUTS OF WESTERN OHIO

*Job Description Draft June 2010*

## ORGANIZATIONAL OVERVIEW

Girl Scouts of Western Ohio serves approximately 53,000 girls in a 32-county area in western Ohio and southeast Indiana. More than 14,000 trained adult volunteers work to provide services and deliver the program to girls. Girl Scouts of Western Ohio regional offices are located in Cincinnati, Dayton, Lima, and Toledo to best serve volunteers and girls.

Girl Scouts of Western Ohio is one of more than 100 councils that make up Girl Scouts of the USA - the largest voluntary organization for girls in the world. Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.

## POSITION DESCRIPTION, DUTIES AND RESPONSIBILITIES

Reporting to the Board of Directors, the Chief Executive Officer (CEO) leads the council in meeting the needs of girls ages five to seventeen, offering a high-quality program and support systems. The CEO will promote Girl Scout visibility and be an ambassador of Girl Scouting in the communities served by the council.

The CEO is accountable for providing leadership, strategic direction, and vision in partnership with the council's Board of Directors, toward the development and achievement of the organization's mission. She/he works closely with the Board and members of the leadership team to shape the council business strategy, and provides direction and guidance to the council in the development of goals and objectives. The CEO advises, recommends, and assists in the formulation of policies governing the council and implements policies and directives of the Board.

***Core to this role is the ability to envision the future, and create and drive the vision that aligns the organization with the future. Successful collaboration with all stakeholders is critical to this role as she/ he knows that without a high functioning team, success is impossible. While he/ she has ultimate responsibility for council outcomes, she/he leads primarily through the Leadership Team.***

***Position leads in four core areas: Vision & Strategy, Process & Operations, Financial and People Leadership***

### ***Vision, Strategy Development and Leadership***

- **Leads the development of the short and long term vision** for the organization in alignment with local and national objectives, organization mission, and relevant external factors such as societal/ demographic trends and changes, community initiatives and challenges, and creates a strategic plan with Board involvement and approval.
- **Communicates the vision** and goals and ensures execution through the Leadership Team community, volunteers and other stakeholders.
- **Represents the organization in the community**, the media, professional organizations and Girl Scouts USA. Approves public relations and marketing strategies.
- **Leads strategy development** and ensures execution, and that goals and people are aligned.

### ***Process/Operations Leadership***

- **Drives organization** to a focus on process as a core functional capability to improve organizational and program efficiency.
- **Ensures effective, outcomes based operations** of the organization, including reviewing and evaluating the results of program model, and ensuring continuing efficiency and cost effectiveness.
- **Skilled at reasonably interpreting, defining, and articulating executive limitations and benchmarks** under Girl Scouts of Western Ohio Policy Governance model

### ***Financial Leadership***

- **Ultimate responsibility for financial management** of the organization, including the annual budget and accountability of all funds, physical assets and other property.
- **Develops the Annual Budget** and presents to the Board each fiscal year
- **Ensures appropriate/adequate fund development programs and processes**, including ongoing evaluation and assessment of current practices, and creation of innovative philanthropic initiatives in support of organization's mission.

### ***People Development Leadership***

- **Provides overall leadership of Leadership Team** in all aspects of managing the organization including development and execution of plans, policies, programs, activities, grants, and related business.
- **Champions programs/ efforts to ensure Girl Scouts of Western Ohio is developing future leaders** whose skills and values align with the long term vision of the organization.

## **REQUIREMENTS**

The successful candidate will have extensive knowledge of/ experience in nonprofit organizations, and a demonstrated commitment to the Girl Scout mission or a similar mission. He/she must have a proven track record of strategic leadership, fund development, process/ program management, staff management and a track record of commitment to diversity and community. Additionally, applicants should possess the following:

- Significant experience (10+years) directing an organization or a complex function/operation either from the top role in the organization, or at a senior level likely reporting to the top role that includes the requirements stated above
- Five+ years of experience in leadership of and demonstrated personal and team success in each of the following:
  - *Process Management* directing and driving core process initiatives that lead to greater organization efficiency and effectiveness.
  - *Financial Management:* fiscal/financial skills in dealing with all phases of business operations. Facility and comfort with numbers and data is a must.
  - *Planning and organization skills*, development of long and short range plans and tactics
  - *Management and leadership skills* in staffing complex organizations and directing and developing leaders to attain desired organization goals and results; skilled at building/ motivating/inspiring staff.
- Bachelors degree required plus a demonstrated commitment to continuous learning and development.
- Comfortable in a highly visible public role and have outstanding interpersonal and communication skills, be innovative, process-focused, and skilled at developing collaborative working relationships both inside and outside of the organization.