

LEADERSHIP PROFILE



Executive Vice President (EVP) of Marketing & Resource Development
Heifer International
Little Rock, Arkansas

**“To work with communities to end hunger and poverty
and to care for the Earth.”**

--Heifer mission

THE ORGANIZATION

Heifer is a leading-edge global organization fighting hunger and poverty with an approach that is innovative, proven and transformative. Since 1944, through community-based agricultural development and livestock, Heifer has enabled over 10 million smallholder farm families and their communities to lift themselves out of poverty. Heifer’s work achieves lasting progress at the economic, social and policy levels.

With a powerful mission that is simple and intuitive for donors to grasp, Heifer has tripled in size during the last decade, with \$120 million in revenues projected for this fiscal year. More than 75% of Heifer’s resources are raised through the Heifer catalogue, direct marketing and online initiatives. The vast majority of Heifer donations are “alternative” gifts -- gifts given in honor of others for holidays, birthdays or weddings, or as part of community or faith-based fundraising.



**To hear
Heifer’s CEO
describe the
EVP
opportunity,
[click here](#)**



The popularity of “passing on the gift” to others by giving to Heifer – alternative giving -- is unique in the nonprofit world. It parallels Heifer’s program approach, in which participants pass on the gift of their animals’ offspring and training.

To see a
video about
Heifer’s
work, click
[here](#)

Heifer intends to substantially expand the scope, scale and impact of its work. As the world faces food shortages and economic uncertainty, the poor are disproportionately affected.



Heifer’s work is more crucial than ever. The organization seeks to increase support of the mission, to diversify revenue sources and to align and integrate fundraising, awareness and program activities. Heifer’s 2012-2014 Strategic Plan delivers on overall organizational goals, which are to:

1. Scale up program impact
2. Grow and diversify revenue and support
3. Strengthen global operating systems

Two strategies for raising essential funding are increasing alternative and other giving from individuals; and creating partnerships with people and organizations who can make major investments in community transformation.

In its Vision 2020, the organization outlines a bold future. Geometrically, more lives are transformed. Heifer is a larger, more diverse organization creating deeper, more significant and lasting impact. Global digital presence, state-of-the art systems, values-based approaches, best practices and impact evaluation provide unifying “glue” for a fully globalized organization. Heifer projects engage donors, investors and partners. Heifer’s centers of action are closer to donors, participant communities and local advisory boards.

The new EVP has a mandate that is nothing short of mission critical – leading Heifer’s global digital presence, branding and growth.

For more about Heifer and the Heifer Blog, visit www.heifer.org.

Why a corporation chose Heifer

“Elanco screened more than 100 organizations before selecting Heifer International as our partner to help end hunger for 100,000 families globally. We selected Heifer because their mode produces **measurable, sustainable change in communities**, and because our employees are able to connect meaningfully with Heifer staff and recipient communities.”

--Marta Haley, Elanco Global CSR Lead

THE OPPORTUNITY



Heifer has grown exponentially through marketing that provides opportunities for meaningful alternative giving, fueled by the holiday gift catalog. Unique among large international development agencies, Heifer has both a broad base of donor support and substantial unrestricted funding.

The EVP has an exciting opportunity: to take Heifer to the next level of branding and growth. By leveraging new and emerging digital technologies, globally positioning the brand and engaging the hearts and minds of donors, the EVP will build the donor base and grow unrestricted and restricted funding. This brand and growth strategy will directly facilitate development of larger scale, high impact programming. Breakthroughs will be achieved through:

Global Digital Presence. Developing and evangelizing a broad spectrum of digital strategies across Heifer's branding, marketing, fundraising, programs and initiatives. This includes engaging and connecting audiences and gathering and analyzing data such as brand metrics, donor behavior and web analytics into meaningful insights, communication and engagement opportunities. Heifer seeks to build a culture of testing, analysis and learning in a rapidly evolving marketplace in order to grow its brand and revenue, and to enhance all of Heifer's work.

Relational Fundraising and Resource Diversification. Developing a well-rounded revenue portfolio including major restricted and unrestricted gifts, foundation and corporate partnerships, bi-lateral and multilateral institutional funding, and international fundraising. Diversifying funding sources will ensure long-term income security and growth.



A Heifer donor's experience in Kenya

"We took a trip to Kenya... One component was visiting local people and villages... We were warmly welcomed by Mama Anna and shown the several ways in which her cooperative supports around eight families. They had banana trees, coffee plants, bee hives, and of course cows...At the end of our stay they told us the fascinating history of **how they rose above poverty**...It all started with help from Heifer!...Never in my life would I have thought I would be face to face with the results of donations like ours... It's easy to write a check and send it off.. Now we write those checks with a very real vision of what they can do. Now it's personal for us."

--Carol Brown, a long-term Heifer supporter

Brand Awareness. Making Heifer a household name for sustainable community development, through digital branding, positioning, social media and broad-based visibility initiatives.

Integration. Aligning and synergizing all marketing, communications, fundraising and programmatic goals and initiatives.

The new EVP will bring significant leadership and management success and a track record of growing resources. She or he will bring proven ability to inspire, manage and nurture high performing teams. Key opportunities are to:



To view new footage from Peru, [click here](#)

- Lead, inspire and manage a cohesive, world-class team
- Lead and evangelize the digital opportunity
- Lead fundraising and resource diversification – especially major gifts
- Elevate global brand awareness and positioning
- Manage alignment, integration and the business

The implications are bold and exciting. The EVP has a chance to take Heifer’s brand and resources to a new level consistent with the global organization Heifer has become and aspires to be. The new EVP will help Heifer make a greater difference for more of the poorest people on earth.

THE RELATIONSHIPS

The EVP of Marketing & Resouce Development reports to the Chief Operating Officer. He or she manages a team of 70 at headquarters and in the U.S. field.

The EVP reports to	Chief Operating Officer (COO)
Manages direct reports who oversee critical areas	<ul style="list-style-type: none"> • Philanthropy (major and mid-level giving, corporate and foundation relations) • Donor Engagement (direct marketing, mass marketing) • Donor Analytics (data collection and analysis) • Donor Relations • Branding and Communications • Heifer’s Global Digital Presence (Internet Marketing)
Has other key relationships including	<ul style="list-style-type: none"> • Senior leadership (CEO, CFO) • Colleagues in other parts of Heifer • Peers at partner and colleague organizations

THE LOCATION

The position is based at Heifer International headquarters in Little Rock, state capital of Arkansas. *Forbes Magazine* named Little Rock 22nd out of 361 metropolitan areas as a best place for business. The city is headquarters to many major corporations, campuses and nonprofit organizations, including the William J. Clinton Presidential Library, Heifer's neighbor on the Arkansas River. Additional information is available at www.littlerock.com.



THE RESPONSIBILITIES

Reporting to the Chief Operating Officer, the EVP will lead and manage the Marketing & Resource Development (MRD) team and be a compelling external representative of the organization. The EVP will bring authentic global digital marketing and fundraising experience, and a heart for Heifer's mission. The EVP will:

- **Lead, inspire and manage a world-class team.** The EVP will be a confident, compelling leader who brings vision, strategy and expertise. She or he will create an environment of team cohesion, trust and collaboration. The EVP will foster a culture of innovation, transparency, performance and improvement. New ideas will be actively sought and explored, emerging opportunities seized, and accountability prized.
- **Lead and evangelize the digital opportunity.** The EVP will provide thought leadership, guidance and inspiration, putting Heifer on the leading edge of digital engagement of all kinds. He or she will develop and expand Heifer's global "virtual experience" and leverage data analytics to facilitate donor and market segmentation, ROI and other key metrics.



The EVP will engage Heifer employees, partners and donors in new and evolving digital opportunities that drive further growth, presence, revenues and mission impact. The EVP will envision and deliver an engaging and interactive platform that reaches and compels a broad base of donors, volunteers, partners and activists.

- **Lead fundraising and resource diversification, especially major gifts.** Through strategic, systematic growth of relational major gifts fundraising and new areas of opportunity for major unrestricted and restricted funding, the EVP will drive growing, diversified, year-round resource acquisition.
- **Elevate global brand awareness and positioning.** The EVP will define a consistent, compelling global digital brand and project it through marketing, public relations, fundraising, brand stewardship, thought leadership and all communications. Through branding and greater visibility, Heifer will become synonymous with integrity and effective community development programs, and a leading source of credible information on world hunger, poverty and sustainable agriculture.
- **Manage alignment, integration and the business.** The EVP will be a strong people and business manager with change management experience. She or he will build alignment, shared vision and integration throughout MRD and beyond, creating effective synergies with programs and the broader organization. The EVP will strengthen teamwork, morale, transparency, trust and collaboration.

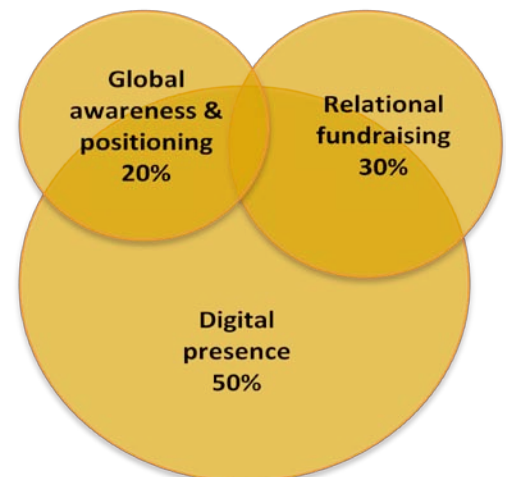
THE CANDIDATE

The ideal EVP has had experience leading and managing teams in complex global contexts, encompassing traditional and digital/interactive engagement across the spectrum of branding, marketing, communications, fundraising, data collection, analysis and programs. The focus of the EVP role is approximately 50% digital presence, 30% relational fundraising and 20% global awareness and positioning.

Passion for Heifer's mission is essential. Personal experience with global human development issues, and an understanding of today's global political, economic, cultural and religious dimensions, are strongly preferred.

Assets being sought include:

- Ability to create an open, transparent culture that engages, aligns and unites people around ideas, vision, goals and collaboration
- High emotional intelligence. Ability to listen well, and to communicate clearly, persuasively and consistently



- Capacity to operate, think and flourish in both leading-edge digital and high-touch relational contexts
- A leadership style that supports, inspires and encourages the team to think big, aim high and innovate
- Success in coaching, people management and change management
- Team building skills that engender trust, confidence, empowerment, collaboration and fun
- Ability to feel and convey passion for Heifer's mission

Compelling candidates could come from a variety of contexts. Over 15 years of senior-level experience in global corporate, nonprofit and other contexts, and a master's degree in a relevant field, are preferred.

Heifer is an equal opportunity employer, and a diverse slate of compelling candidates is being sought.



**For potential consideration or to suggest a prospect,
please email**

Heifer@BoardWalkConsulting.com

or call

**Kathy Bremer or Joan Schlachter
at 404-BoardWalk (404-262-7392).**

**For the current status of this and other searches, please visit
www.BoardWalkConsulting.com**
