



President and CEO

**Goodwill Industries
South Central Wisconsin**

August, 2021

MISSION: Our mission is to help people achieve their highest level of independence through the power of work.

When you support Goodwill, you provide a brighter future, a hand up, fulfillment, pride and independence to thousands of individuals with disabilities or other challenges right here in South Central Wisconsin.

Goodwill Industries - South Central Wisconsin has partnered with Spano Pratt Executive Search to identify the President and Chief Executive Officer (CEO). For a confidential conversation and to learn more about this opportunity please contact Spano Pratt Executive Search.

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Organization

The mission of Goodwill is to help people achieve their highest level of independence through the power of work.

History

Goodwill works to enhance people's dignity and quality of life by strengthening their communities, eliminating their barriers to opportunity, and helping them reach their full potential through learning and the power of work. Goodwill was founded in 1902 in Boston's South End by Dr. Edgar J. Helms, a Methodist minister. He collected used household items and clothing in wealthier areas of the city and then trained immigrants and those in need to mend and repair the used goods. The items were then resold or given to the people who repaired them and the Goodwill philosophy of "a hand up, not charity" was born.

The Goodwill enterprise is a network of 156 community-based, autonomous organizations in the United States and Canada with a presence in 12 other countries. To meet the needs of their local communities, each local Goodwill organization designs its own programs and services to help people find work near where they live. Goodwill Industries International is committed to providing employment, education, and skill-building opportunities to people around the world.

In addition to our 156 local organizations in the United States and Canada, Goodwill has a presence in 12 other countries. We work with partners and individuals who are dedicated to addressing poverty and unemployment for people with disabilities and other challenges to finding jobs. Goodwill is committed to advancing our proven model on a global scale.

Despite an unprecedented pandemic, Goodwill collectively served nearly 22 million individuals in 2020. Local Goodwill organizations are innovative and sustainable social enterprises that create job training programs, employment placement and other community-based programs by selling donated clothing and household items in More than 3,300 Goodwill stores (North America) and online at shopgoodwill.com® and other e-commerce platforms.

South Central Wisconsin

While Goodwill South Central Wisconsin is a member of the Goodwill International enterprise, all of their resources are used to provide life-changing services for individuals in the local community with disadvantages, disabilities or other challenges. Donating goods or money or shopping at Goodwill makes a positive difference in the lives of local residents.

Since 1971, Goodwill South Central Wisconsin has provided a hand up for anyone, throughout the 14-county region served, who wants to achieve independence through jobs, education, and skills training. Goodwill of South-Central Wisconsin (SCWI) is celebrating 50 years of helping people gain independence through the power of work. Every day, your local Goodwill's services are changing lives in South Central Wisconsin – fulfilling our mission to help people achieve their highest level of independence through the power of work.

Goodwill SCWI's job training, skill development, and employment services make up the primary mission for the organization, and are the beneficiary of most of the proceeds from the retail stores. Today with the support of the community; Goodwill South Central Wisconsin has an operating budget of just over \$23M and employs over 400 individuals including 16 internal dedicated Goodwill professionals who are leading the day-to-day operation.

Populations served by Goodwill South Central Wisconsin: Serving 14 counties; Adams, Columbia, Crawford, Dane, Grant, Green, Iowa, Jefferson, Juneau, Lafayette, Marquette, Richland, Rock and Sauk counties.

Cultural Descriptors of Goodwill South Central Wisconsin

Innovative	Driven	Well managed	Caring
Focused	Inclusive	Structured	Efficient
Collaborative	Professional	Educational	Mission focused
Nurturing	Helpful	Formal	Respectful
Optimistic	Accountable	Flexible as needed	Retail
Supportive	Growth centered	Steady	Compassionate

Programs

GoodwillWorks: “The Power of Work” is at the core, and Goodwill SCWI is dedicated to developing career opportunities for employees at every level. The GoodwillWorks Program provides our communities with jobs that focus on skill development, and comprises numerous opportunities and paths for individuals to grow and advance.

Role Model Worker: The Role Model Worker (RMW) track is designed to provide full-time retail staff with valuable, transferable skills, including customer service, stress management and financial acumen. Creating balance and excellence in how one lives their life and works with others is foundational to establishing a long career and personal independence.

Digital Skills: From novice to guru, Goodwill SCWI has training options for a wide range of computer skills. We offer assessments, training support and industry-recognized certification to help our team advance their know-how and professionalism at the keyboard.

Supported Employment Program: A fundamental principle at Goodwill SCWI is that everyone can work. Goodwill SCWI’s Supported Employment program is praised by partners who call it “the best employment service in the state.” Goodwill SCWI works with individuals whose disabilities create significant barriers to employment. Each participant is carefully interviewed and assessed before being partnered with a local employer. The employer’s regular training and supervision is supplemented by Goodwill staff for ongoing support and coaching from certified staff.

Job Development: Finding the right career is a journey, and our Good Starts Employment Specialists are at-the-ready to help set course. This employment development program is designed for individuals referred by job centers and other partners as they explore their skills and preferences and begin a new job.

Community Housing: Group Homes - At each of our three group homes, individuals with chronic mental illness receive the support they need to learn the skills necessary live on their own. These are individuals who typically have been institutionalized or homeless prior to their referral to a group home. Each home is staffed 24 hours a day, seven days a week. Goodwill SCWI operates the only CARF-accredited group homes in Madison. The accreditation process measures a service provider’s commitment to continuous improvement and culminates with an external review and recognition that the provider’s business and service practices meet international standards of quality.

Education and Training Programs: Provides training programs for Community Based Residential Facilities (CBRF) workers, as well as customized courses for other types of human services care providers. For example: Wisconsin Department of Health Services-approved training for CBRF (i.e., standard precautions, first aid with choking, fire safety), all-employee training (i.e., resident rights, recognizing and responding to challenging behaviors, client group specific – mental health), adult CPR certification and abuse, neglect and misappropriation training.

Workforce Experience Internships – The Work Experience Internships provide job seekers an opportunity to establish a recent work reference, acquire general work skills and reinforce positive work habits while working at a Goodwill site. Between our retail stores and Home Office, we offer the chance to gain practical experience in customer service, retail operations and general business services.

Position Profile

Due to the retirement of the current President and CEO, the board of Goodwill South Central Wisconsin is seeking a successor to continue in its important mission. The President and Chief Executive Officer (CEO) reports to the chairperson of the board and is responsible for the overall leadership of the organization. This includes; its strategy, business operations, programs and mission impact, talent development, financial stability, human resources, and the relationships with external stakeholders in the community. The role serves as the primary ambassador of the organization and develops strong relationships internally and externally generating support to advance the organization, its mission and brand. The following is a high level overview of the position.

Mission Commitment: “The Power of Work” is at the core of the position purpose. Guide growth of sustainable high impact programs designed to provide a path toward independence and achievement.

- Possess a genuine passion for the mission.
- Inspire and reinforce mission across the enterprise. Promote the organization's mission and principles; reinforcing the mission in decision making.
- Determine gaps in services, explore innovative solutions and new programs in alignment with community need.
- Increase organizational focus and results on mission without diminishing retail and operational success

Business Operations: Ensure operational excellence and business continuity. Goodwill SCWI's job training, skill development, employment services and residential services make up the primary mission for the organization, and are the beneficiary of most of the proceeds from retail stores.

- Manage and maintain facilities in alignment with the desired image and brand of the organization.
- Maximize the value of assets owned and operated by the organization.
- Ensure efficiencies and optimization of the systems, equipment, people, programs and processes needed to make the organization function.
- Continue the retail success, including maintaining margins and adhering to operational KPI's.
- Ensure adherence to all Goodwill Industries International commitments and requirements.
- Ensure continued compliance with all regulatory and audit requirements.

Leadership and Culture: Provide inspirational leadership and direction to ensure mission alignment. Gain the loyalty of the management team and employees while driving the organization forward.

- Cultivate and embody an organization that is inclusive, respectful, encourages innovation, is compassionate and free of racism.
- Be recognized as a leader that is externally focused and involved in the community.
- Make certain that the environment facilitates the achievement of mission and outcomes.
- In conjunction with Board of Directors, engage the organization in continuously reviewing and charting the desired vision.

Human Resources: Future Leadership and Talent Development: Develop and retain talent for future continuity of leadership necessary to achieve organizational goals.

- Provide inspirational leadership and direction to the management team and staff.
- Ensure all necessary administrative and operational systems are in place to support effective operations and the staff.
- Ensure productive and effective staff performance measurements are in place to enhance the performance of management level professionals.
- Recruit, hire and develop a top leadership team that can effectively implement the programs and strategic plan.

Financial Planning: Direct the financial growth of the organization and ensure a strong and sustainable financial strategic plan is in place.

- Align the budget and financial plans with the strategy.
- Responsible for the financial solvency and sustainability of the organization.
- Responsible for long-term financial plans taking into account continuing operations in difficult times.
- Ensure development, implementation and monitoring of the annual budget in collaboration with financial management staff.
- Be a responsible steward of all of the organization's resources.

Community Relationships: Build external relationships and serve as an advocate. Identify program/services growth to meet the needs of the communities served.

- Represent the organization professionally within the community.
- Develop strategic alliances with community leaders and local officials, including collaborative partnerships with other community organizations, and constituents including donors.
- Inspire a positive, collaborative, and interdependent relationship with external stakeholders.

Strategic Planning: Engage the board in planning, updating and leading the implementation ensuring goals are met.

- Ensure, oversee and update as appropriate, a strategic planning process that results in the development and implementation of a workable plan.
- Ensure and oversee the identification and evaluation of opportunities for improvement and implement the plans for improvements.
- Shape long-term vision and aspirations with the Board of Directors.
- Define organizations philosophy and values.

Governance and Board Development: Assure establishment of and adherence to bylaws, policies and procedures in conjunction with the Board of Directors.

- Arrange for nonprofit board training as needed to develop effective high functioning governance.
- Build relationships to engage board members and encourage active participation.
- Serve as primary liaison to the Executive committee, Board development, committee and strategic planning committee to assure strong governance and organization oversight.
- Oversee staff liaisons to Board committees to ensure they are provided with the information and support necessary to fulfill their objectives.
- Identify, recruit, and recommend board candidates to the Board nominating committee.

Marketing and Public Relations: Position the organization as a high impact and strong community partner.

- Increase visibility of programs, services and activities in the community; ensuring the organization is perceived positively.
- Maintain high ethical standards and good public relations in the community and on social media.
- Provide leadership and direction along with GII on local brand building and protection.

Fundraising: Lead and Manage Fundraising.

- Lead the cultivation and solicitation of donor visits with development staff and board members.
- Secure major gifts from individuals, foundations and corporations in conjunction with the Board of Directors and the Director of Development.

Professional Experience

- Minimum of 5 years' experience leading within an organization of similar scope at the Vice President, Executive Director, or Enterprise wide / C Suite level.
- Strong business acumen demonstrated by successful oversight of administration, operations and financial resource management.
- Demonstrated successful experience leading a team toward a common vision and goal.
- Exposure to nonprofit governance including working with a board of directors is preferred.
- A minimum of a Bachelor's degree from an accredited college or university is preferred.

Skills, Abilities and Attributes

- Is agile; ability to lead and manage change.
- Be a strong advocate for the mission; assess the needs of the community and develop and implement plans to increase mission impact.
- Leadership skills and team building skills, including negotiation, problem solving, disciplined rigorous decision-making skills, and delegation.
- Strong communication skills, both oral and written.
- Must possess the skills to professionally interact with a diverse group of people.
- Demonstrated success and the ability to manage programs or operations.
- Ability to measure against specific outcomes related to the mission.
- Ability to develop strategic alliances in the community and with other organizations.
- Ability to establish and maintain an effective working relationship with the internal leadership team, with key members of the community and with the Board of Directors.
- Ability to travel between Goodwill South Central Wisconsin locations or to constituent locations as needed.

Location

Serving 14 counties; Adams, Columbia, Crawford, Dane, Grant, Green, Iowa, Jefferson, Juneau, Lafayette, Marquette, Richland, Rock and Sauk counties.

Home Office is located at 1302 Mendota Street in Madison, Wisconsin.



Spano Pratt Executive Search shall provide equal opportunity to all qualified candidates, and will refer candidates without regard to race, color, religion, national origin, sex, age, disability, veteran status or any other legally protected basis.

Inquiries

For a confidential conversation and to learn more about this opportunity please contact Spano Pratt Executive Search. Rose Spano Iannelli | rspano@spanopratt.com | T: 414.839.5083.