



Position Specification

Foundation For The Carolinas
Chief Executive Officer

Our Client

Foundation For The Carolinas (FFTC) is a nonprofit community foundation that serves as a catalyst for philanthropic activity and a driver of major civic efforts in its 13-county region. FFTC's mission is to inspire philanthropy and empower individuals to create a better community.

FFTC was established in 1958. With nearly \$4 billion in [charitable assets](#) today, FFTC is now the fastest growing among the 800 community foundations in the United States, ranking fifth in asset size. The foundation manages nearly 3,000 charitable funds for families, individuals, companies and nonprofits, providing stewardship and helping fundholders maximize the impact of their charitable endeavors. The operating budget of \$17.3M is primarily driven by a fees-on-funds revenue model. Between 2020-2021, FFTC issued 178,000 grants totaling \$912 million; \$1.27 billion was contributed to funds by donors; \$25 million was raised for the region's COVID-19 response; \$41 million was raised for the arts and culture sector; and \$220 million (to date) has been raised toward the \$250 million goal for the Mayor's Racial Equity Initiative.

FFTC is dedicated to addressing the community's most pressing challenges and greatest opportunities, from economic opportunity to neighborhood revitalization to education and more. Recognizing that many of the important issues its community faces are broader than any one entity can address, FFTC's [Robinson Center for Civic Leadership](#) convenes partners and funding to address the region's greatest needs and opportunities.

FFTC is dedicated to improving economic opportunity for the diverse citizenry across its geographic footprint. The community foundation has set out to apply an equity lens to all its work, identifying steps it can take as a philanthropic institution, both internally and externally, to address historical inequities in its communities. FFTC's subsidiary, [E4E Relief](#), empowers companies and more than five million employees internationally to respond to crisis by providing a global, charitable solution in times of need.

FFTC is currently renovating the historic [Carolina Theatre](#), located adjacent to its headquarters in Uptown Charlotte, restoring the long-vacant theatre, which was built in 1927, to its original grandeur and creating vital civic engagement space. A 20-story Intercontinental-branded hotel is planned above the theatre. FFTC has leased the air rights for the hotel to an outside developer, which will help offset the cost of operating the theatre. FFTC is not financially invested in the hotel project. The Carolina Theatre, Intercontinental Hotel, FFTC's headquarters, and other amenities will be conjoined to create a collection of civic venues, named Belk Place.

FFTC is headquartered in the [Luski-Gorelick Center for Philanthropy](#) in the heart of Uptown Charlotte, North Carolina. With art throughout, conference rooms available at no charge to area nonprofits, and multiple event spaces available for rental, FFTC's home serves as a civic hub for the community, hosting hundreds of meetings and revenue-generating events each year.

FFTC is poised to have a continued and tremendous impact and is seeking a Chief Executive Officer (CEO) to lead the organization forward, building upon the transformative leadership of outgoing CEO Michael Marsicano, who is stepping down after 23+ years with the organization.

The Role

The CEO of FFTC will lead the organization in delivering on its mission, ensuring that FFTC continues to serve as a catalyst for philanthropic activity in its 13-county region and remains a driver of major local civic efforts. Reporting to the FFTC Governing Board, the CEO is responsible for the strategic, programmatic, and financial operations of the organization. The CEO will apply experience, vision, and innovation to accelerate the organization's impressive record and significantly scale its impact, and lead FFTC through the organization's next phase of influence.

The CEO will build trusting relationships with staff, FFTC Governing Board, and community to draw a clear picture of a vibrant future for FFTC and its civic role in actively addressing the community's most pressing challenges and greatest opportunities. The CEO will lead a team of 154 talented employees (103 core team / 51 E4E Relief team) and will be an advocate for the communities they serve.

The CEO's specific responsibilities include:

- **Transformational Leadership:** Guide the organization and provide strategic thought leadership to FFTC's business model, its staff, FFTC Governing Board, and key stakeholders. Serve as a catalyst to increase FFTC's presence and bring creative and innovative problem-solving in accordance with the mission.
- **Community Convener:** Amplify the effectiveness and visibility of FFTC and its stature in the region by connecting across the philanthropic, non-profit, business and government spheres. Serve as an influential coalition builder, working in partnership throughout the region to achieve maximum collective impact. Bring a proven, authentic, and tangible commitment to diversity, equity, and inclusion, as both an internal way of operating and as an external priority.
- **Operational and Organizational Management:** Provide guidance and leadership on all internal financial, operational, and staff development matters. Display entrepreneurial vigor in designing a sustainable business model, evaluating financial investment, and optimizing impact – paying close attention to both internal infrastructure strengthening and external programs effectiveness.
- **Fundraising and Effective Communications:** Continue FFTC's tradition of exceptional donor and fundholder stewardship. Attract new partners, advocates, donors, and volunteers. Be able to lead FFTC in building on its impact by increasing assets and attracting a broader high-net-worth and next-generation funding base.
- **FFTC Governing Board and Staff Partnership:** Work closely with the FFTC Governing Board and staff to develop an organizational strategic vision and determine alternatives for growth, long-term sustainability and competitive differentiation.
- **Programmatic Innovation:** Work closely with staff to build upon and further develop FFTC's understanding of and deep ties to the diverse region it serves. Encourage an innovative and creative approach to philanthropy that meets the needs of grantees, communities, and donors, among others.

Candidate Profile

At this pivotal and exciting time in its history, FFTC seeks an experienced and respected leader with an enthusiastic commitment to inspiring philanthropy and empowering individuals to create a better community. The CEO will demonstrate capacity for leadership through vision, communication, inclusion, integrity, action, and results. The CEO will have the capacity to serve as a magnetic convener of community externally, while also stewarding due attention to FFTC's core internal operations, infrastructure, and team wellbeing.

The successful candidate will possess strong business acumen. They should demonstrate a relentless pursuit for the well-being of communities FFTC serves and bring either a demonstrated track record of leadership in FFTC's 13-country region or the ability to develop an allegiance therein.

In terms of the performance and personal competencies and experience required for the position, we would highlight the following:

Setting Strategy

- The ability to work collaboratively with the FFTC Governing Board to create and articulate an inspiring vision for the organization and to strive towards it with a focused strategy.

- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries of the community's philanthropic sector.

Civic Leadership and Community Engagement

- Ability to effectively represent FFTC in the local communities it serves and the capacity to represent the community on the national stage.
- Ability to successfully navigate complex political and cultural systems and to balance the varied needs of FFTC's multiple constituents.
- Experience and/or capacity and authentic interest in building deep and lasting relationships within the 13-county region with philanthropic donors, partners, and constituents broadly.

Executing for Results

- Ability to set clear and challenging goals, while committing the organization to improved performance; tenacious and accountable in driving results.
- Prudent risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.

Relationships and Influence

- Naturally connects and builds strong relationships with people, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Ability to raise awareness and advance an understanding of FFTC's mission, work, and impact, and inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Experienced in building and scaling sustainable partnerships among diverse stakeholders.
- Ability to generate and grow revenue, as well as cultivate new and innovative revenue streams. Significant experience with and/or aptitude to fundraise with individual, corporate, institutional, and foundation donors.
- Encourages others to share the spotlight; creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization.

Commitment to Diversity, Equity, and Inclusion

- Demonstrated personal and professional commitment to diversity, equity, and inclusion; displaying cultural competence while operating in an environment with a wide range of constituents and communities.
- Ability to and track record of translating an organization's diversity and inclusion values and commitments into specific strategies and actions, including advancing and sustaining an organizational culture of diversity, inclusion, and equity.

Leading Teams

- Ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- Demonstrated ability to provide a clear sense of direction to the team as a strong internal communicator.
- Self-reflective and aware of own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Commitment to Mission and Shared Values

- A passion for and unwavering commitment to FFTC's core values and the merits of individuals working together for the well-being of the community.
- Unquestioned personal and professional integrity, humility, and honesty.

Nomination and application process

Inquiries, nominations, and applications are invited. Interested candidates should submit confidentially, a resume and letter of interest to FTCceosearch@russellreynolds.com.