



President & Chief Executive Officer

Leadership Profile

March 2021

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WittKieffer

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The Opportunity

The YMCA of the USA's (Y-USA) President and Chief Executive Officer (CEO) is a once-in-a-lifetime role being filled during an unprecedented inflection point in our nation's history. This person will have the platform to positively impact millions of lives through the YMCA's programs and reach. Y-USA is on an accelerated timeline, not just to onboard the next CEO but to strengthen communities, undo systemic racism, accelerate equity, and help youth to be changemakers for the future. Equally urgent, member YMCA associations across the United States need support to improve their financial stability, accelerate their digital transformation and rebuild their organizations which were adversely impacted by the COVID-19 pandemic. This position is an excellent opportunity for the right candidate that includes and goes well beyond stabilizing the wellness programs, aquatics lessons, and summer camps traditionally associated with the Y.

The role of YMCA of the USA is to strengthen its member associations' ability to effectively carry out the YMCA's mission in their communities while partnering with all Ys to achieve the Movement's collective goals and priorities. The Y is one of the most well-known and trusted brands in the nation and is uniquely positioned to lead the country in youth development, healthy living, and social responsibility. Local Ys are essential social, health, and development anchors in thousands of communities. In these unsettled times, many of the polarizing divisions impacting our nation are affecting the Y, which provides the Y the opportunity to be a leader in bringing our communities together.

After more than 43 years of accomplished leadership with the Y Movement, including six as President and CEO of Y-USA, Kevin Washington has announced his intended retirement. The National Board of Directors has launched a national search to find Kevin's successor. Ideally, the new President and CEO will be in place for the Association Assemblies governance meetings, which will occur in September 2021. The assemblies will provide an excellent opportunity to introduce the successor to staff and volunteer leaders from across the Movement.

The next CEO will have a significant opportunity over the next decade to lead at the national level and influence globally. The next CEO will be at the helm through the Ys recovery and revitalization, building on Y-USA and the Movement's past successes in order to strengthen its capacity. The next CEO will lead in a world of accelerated change, increased complexity, and heightened ambiguity. This role is designed for a mission-oriented, exceptional servant leader who can manage the complexity of a \$8 billion federated national organization while having the vision and drive to leverage the country's largest health and human services nonprofit to strengthen its communities materially and measurably.

Organization Overview

The National Council of Young Men's Christian Associations of the United States of America is an Illinois nonprofit organization based in Chicago, Illinois, with the government relations function headquartered in Washington, DC. YMCA of the USA's (Y-USA) objective is to build YMCAs' capacity to strengthen communities through youth development, healthy living, and social responsibility.

Y-USA is the national office for the nation's 2,600+ YMCAs, which collectively serves more than 21 million people each year, including 8 million children under the age of 18. Y-USA operates with less than 200 employees on an annual budget of \$99 million. Y-USA's endowment is currently valued at \$85 million, with more than \$40 million raised yearly through grants, contributions, and major gift donations.

The Y's mission is "to put Christian principles into practice through programs that build healthy spirit, mind, and body for all". YMCAs strive to create supportive communities that allow each individual to reach their full potential with dignity. The Y believes that positive, lasting personal and social change can only come about when we all work together to invest in children, health, and communities. The three areas of impact for the Y are:

- **Youth development:** empowering young people to reach their full potential through programs such as childcare, education and leadership, swim, and camp.
- **Healthy living programs:** improving individual and community well-being through programs that focus on family time, well-being, fitness, sports, and recreation.
- **Social responsibility:** providing support and inspiring action in our communities through social services, global services, volunteerism and advocacy.

Y-USA's funding comes from various sources, the most significant being dues from YMCA member associations throughout the United States. These associations are autonomous corporations, separately incorporated in their respective states, and have independent boards and issue separate individual financial statements. Y-USA is governed by its Board of Directors (the "National Board"), whose purpose is to carry out the objectives, goals, and powers in the organization's Constitution.

The YMCA at a Glance (as of last Annual Report cycle)

Number of YMCA	2,641
Communities Served	10,000+
People Served	21M
Full-time Association Staff	19,000+
Volunteers (estimated)	500,000+
Total Revenue	\$8B
Annual Charitable Support	\$1.3B
Brand Valuation (Oct 2019)	\$8.9B

Detailed information, including YMCA's National Impact Reports and audited financial statements, can be found at www.ymca.net.

Strengthening Communities Following a Year of Change

Like every organization, Y-USA and YMCAs have been impacted by the COVID-19 pandemic, economic hardship, and social unrest. Y closings, staff reductions, program suspension, and disruption negatively affected its membership. Those who suffered the most are the very foundation of its mission – youth and marginalized populations. The pandemic exposed the challenges of our current membership fee-driven business model. Innovation must drive the development of an evolved business model. Additionally, Y-USA must continue to focus on demonstrating value to and strengthening trust with its member associations.

The YMCA has a long history and will emerge from this crisis as a stronger organization that is better prepared for the future, in part because the response of YMCAs to COVID-related community needs has helped communities, policymakers and donors to see them as much more than “swim and gym” organizations.

YMCAs Met Community Needs

Through it all, YMCAs have been there to support their communities when they needed it most. Ys delivered meals to the underserved, provided childcare to families of first responders and created safe learning pods for youth in hybrid learning environments. Highlights include:

- **COVID Relief Programs:** During and throughout the pandemic, Y-USA supported Ys-developing resources and tools to help Ys address social isolation, address mental health challenges, design virtual fitness classes, safely deliver virtual chronic disease programs, open day camps and resident camps, safely reopen facilities and more.
- **Food Programs:** The number of Ys offering food programs increased by 25 percent in 2020. Ys distributed 10 million pounds of food, serving 37 million meals from March to August, and more than 1,300 Y sites continue to offer food to children, families, and seniors in need.
- **Child Care:** YMCAs cared for more than 40,000 children at 1,100 separate sites, providing emergency childcare for essential workers.
- **Support for Seniors:** YMCAs have conducted hundreds of thousands of wellness checks with seniors and others at risk of social isolation during the pandemic to ensure they continue to feel connected to others, even when quarantining to remain safe.
- **Virtual Programs:** Ys increased virtual workout and engagement options for members and program participants, in part through the launch of YMCA 360, a virtual platform with exercises, yoga, and kids’ activities.
- **Housing:** Some Ys were able to shelter people experiencing homelessness during the pandemic.
- **Blood Drives:** From March to November 2020, YMCAs held 1,408 blood drives at 432 sites, collecting 42,123 units of life-saving blood for patients in need. Ys had twice the number of drives and collected almost three times the units of blood compared to 2019.

Y-USA continues to lead the sector-wide #Relief4Charities effort to generate additional financial resources for nonprofits from the federal government, either through new COVID relief legislation or similar legislation. Securing additional funding for Ys remains one of Y-USA’s top priorities.

Y-USA Operating Plan

Y-USA has charted a path to recovery and developed plans related to advancing equity, developing changemakers, and collaborating as a network to ensure every YMCA is safe, relevant, and sustainable. Y-USA's 2020-2021 operating plan, *Moving Forward*, outlines how Y-USA is focusing its efforts and resources to meet the priority needs of YMCAs. Under the current CEO's leadership, progress has been swift and abundant.



Goal 1: Help Ys Recover Financially and Operationally

Leveraging the Y's Network to advance innovation that supports the creation of financial savings and/or additional revenue streams.

Digital Transformation

The digital transformation initiative aims to advance the Y's public-facing digital presence by enhancing its internal technology structure and improving audience's virtual experiences with the Y. Major components include a virtual Y, universal app, redesigned website, digital experience webinar series and social media playbook.

Additional initiatives and progress include:

- Guidelines for camp operations
- Alliance support teams
- Enhanced Movement CEO search process
- Shared Service exploration

Goal 2: Position the Y as a Vital Partner for Community Change

Engaging partners, donors, and policymakers who invest in young people and equitable communities through the Y.

Federal Advocacy Efforts

Y-USA's government relations and policy team has been working tirelessly to encourage Congress to pass COVID-19 relief legislation to support Ys and other nonprofits struggling with the challenges of the pandemic. The Y has played a leading role in the #Relief4Charities campaign to highlight the critical support nonprofits are providing communities during the pandemic, and in turn, nonprofits' critical need of federal support. Highlights include:

- Nearly 480 Y associations received Paycheck Protection Program loans, collectively totaling more than \$237 million.

- Y-USA successfully advocated for a partial unemployment insurance fix to offer some relief to nonprofits that self-insure for unemployment costs.
- Y-USA provided many resources to assist Ys with navigating federal COVID-19 relief and funding opportunities, including government funding to support childcare during COVID-19.

Y-USA Secures More Than \$53 Million for YMCAs

By engaging partners and highlighting how Ys across the country are meeting the critical needs of their communities, Y-USA secured more than \$53 million for the Movement in 2020 to support emergency childcare, emergency food programs, learning labs and a relief fund for struggling Ys.

Strategic Partnerships

Y-USA is committed to strategically engaging partners and donors to empower changemakers and advance equity for all, and ensure that YMCAs have the resources they need to effectively engage their communities toward these goals. Some of these meaningful partnerships are highlighted here:

- A partnership with Lyft gave its 22 million riders an option to easily donate to the Y, as well as provided free bike passes for young people in three major cities.
- Through two new partnerships with FEMA and MISSION®, Ys are providing more than a million masks to help staff, members, and community members reduce the risk of COVID-19.
- Ys partnered with World Central Kitchen, which brings together restaurants and local service partners to provide food to those in need and to help provide immediate access to food at the start of the pandemic.

Goal 3: Make Progress as an Anti-Racist, Multicultural Organization

Develop and strengthen community-engagement, youth change-maker, and program approaches and strategies with local, national, and global partners.

Equity Strategy

Y-USA released the Y's equity strategy – a long-term pathway to help bring to life their "equity for all" commitment. Key elements include:

- The Y's Way of Advancing Equity is a simple, adaptable framework for Y leaders and associations – in partnership with their communities – to drive equity through individual, organizational and societal action.
- Becoming an anti-racist, multicultural organization by intentionally promoting inclusion in all aspects, ensuring and sustaining diverse representation in their leadership, and leading social change in its communities through anti-racist policies, words and actions.
- Advancing global social equity work with a focus on providing Y changemakers at home and abroad with resources, leadership opportunities and World Service support to help them advance equity on a global scale.

Creating Brave Spaces

In 2020, Y-USA supported and helped facilitate brave space conversations about racism and racial inequities, discussing what we can do individually, organizationally and systemically to influence change.

- The first Unlearning Systemic Racism Virtual Town Hall in a series, hosted by the Y's African American CEOs, included eight powerhouse speakers (including now Vice President Kamala Harris) and a panel of Y CEOs. More than 9,000 people registered for the four-hour virtual event to deepen their understanding of systemic racism and how they can work together to dismantle it.
- The Y's National Employee Resource Groups hosted a series of Break the Silence conversations for the Y Movement, creating space for voices from across the organization to challenge and inspire the Y to take a stand against racism, bigotry, and hate. Hundreds of attendees registered for each call.

Goal 4: Fulfill Y-USA's Fundamental Roles with Excellence

Demonstrate strong internal alignment, transparency, responsiveness, and relentless focus on execution in all Y-USA does to fulfill its fundamental roles: lead the Movement, deliver services and innovation, advance national positioning and global perspective, and oversee national governance and membership qualifications.

Initiatives and progress include:

- Cost-saving measures adopted by Y-USA
- Pandemic emergency response support
- COVID-19 Communications Resources, including creative assets, media tool kits and national media outreach
- Community insights
- World Service global partnerships and coalitions
- Out-of-School-Time resources

Building on the Y-USA Operating Plan for Long-Term Revitalization

In the summer of 2020, Y-USA began hosting "Movement Conversations" with local Y staff and volunteers, focused on developing a shared set of goals and strategies for revitalizing the Y over the long term. More than 1,300 Y staff and volunteers from 737 associations participated in the first phase of conversations, which concluded in November. They explored how this pivotal moment in our country, created by the COVID-19 pandemic and the growing, impassioned support for racial equity and justice, should inform the Y's future.

The second phase of conversations is taking place in March and April 2021. These conversations are further exploring key themes that emerged during the first phase: advancing equity in communities, ensuring the financial sustainability of YMCAs and accelerating the Y's digital transformation. At the national Association Assemblies governance meetings in September, member association CEOs and Board Chairs, informed by the input from both phases of conversations, will continue the work to develop a shared agenda for revitalization. The next CEO will be responsible delivering on this agenda at the national level.

The Gift

In December 2020, 43 Y associations and Y-USA were among 384 organizations to which philanthropist MacKenzie Scott made gifts totaling \$4.16 billion. The gift for Y-USA was \$20 million.

Ms. Scott and her team conducted their own research and decided which organizations would receive these gifts. She sought to “support people suffering the economic effects of the [COVID-19] crisis” and targeted organizations with “strong leadership teams and results, with special attention to those operating in communities facing high projected food insecurity, high measures of racial inequity, high local poverty rates, and low access to philanthropic capital.”

These 44 gifts, which each YMCA and Y-USA will make their own decisions as to how to use, are a testament to the trust YMCAs have earned by meeting pressing needs in communities for nearly 170 years, and particularly during the COVID-19 pandemic.

Position Summary

Responsibilities

The President and CEO will be the voice and face of Y-USA and will build on the organization's strong track record by continuing to lead the YMCA Movement in the United States, while also providing leadership in the international Movement. The CEO will be responsible for ensuring that the nearly 800 YMCA associations have access to the support and resources they need to be safe, relevant and sustainable. The position reports to the National Board of Directors, which oversees the performance evaluation and compensation processes based on annually established goals.

The successful candidate will be a bridge-builder who can embody and strengthen the YMCA Movement at home and abroad. The CEO will represent the Y's mission with credibility and integrity to all organizational constituencies. The individual will ensure that the Y exemplifies the broadest and highest values of diversity, equity, and inclusion. The CEO will consistently demonstrate leadership that engenders both internal and external stakeholders' complete trust and confidence. S/he will articulate the Y's brand message clearly and consistently, build consensus around critical issues among diverse constituencies, and will be an uncompromising steward of the Y's nationwide network which is designed to deliver support and resources to member associations.

Functional Y-USA Organizational Architecture

The current functional organizational architecture for Y-USA includes five divisions in addition to the Office of the CEO:

Y-USA FUNCTIONAL ARCHITECTURE

Executive Office	Advancement	Association Services	Diversity Inclusion Global	Financial Services	Office of General Counsel
Strategic Alignment	Financial Development	CEO Search	Diversity, Inclusion	Finance, Administration	Certification and Membership Standards
Executive Communication	Marketing Communications	Government Relations	International	Strategic Sourcing	Governance
Administration/Board Management	Strategic Events and Engagement	Knowledge Management	Multicultural Leadership Development	Y Benefits	Human Resources
		Movement Services			Legal
		Research Analytics Insights			
		Strategic Technology (IT)			
		Talent Management			
		Thriving Ys			

Executive Leadership

The current Executive Team direct reports to the CEO include:

- EVP, Chief Operating Officer
- EVP, Chief Advancement Officer
- EVP, Chief Legal Officer
- SVP, Chief Financial Officer
- SVP, Chief Diversity, Inclusion and Global Officer
- SVP, Strategic Alignment
- Senior Director for Executive Communications
- Senior Advisor to the CEO
- Executive Assistant to the CEO

Additional Executive Team members not currently reporting to the CEO include:

- SVP, Chief Government Affairs Officer
- SVP, Service Delivery, Program Development and Innovation Officer
- SVP, Chief Marketing and Communications Officer
- SVP, Chief Human Resources Officer
- VP, Chief Information Officer

Additional Scope and Responsibilities

The CEO will:

- Represent Y-USA and YMCA at the national level in ways that advance the mission, raise the profile and create action for change in youth development, healthy living, and social responsibility.
- Lead change through a complex, national federation while being sensitive to the Movement's mission, and its uniqueness in matters of local autonomy and community need.
- Be accountable for the leadership, management, representation, and direction of the national office.
- Protect and defend the Y brand. Advocate for the interests of the YMCA of the USA and the member associations.
- Balance servicing both the National Board and member associations. Engage the distributed authority of the federated model in making decisions.
- Partner with the National Board to develop and lead the execution of the national office's strategic plan.
- Advocate for and exemplify the values of diversity, equity, and inclusion, and lead the journey to becoming an anti-racist, multicultural organization.

- Guard the organization's fiscal health, prepare an annual operating plan, forecast, manage balance sheets, budget, establish financial controls, and mitigate risks.
- Communicate current and projected performance proactively and transparently with executive leadership, staff and the National Board.
- Commit to the Y's core values of caring, honesty, respect, and responsibility.
- Listen, learn, design, and deliver for, and with, the Movement.
- Integrate and align the National Board's policies and program guidelines with those of the member associations.
- Recruit, develop, and retain a competent and committed leadership team. Ensure that all levels of management have the appropriate skills, training, and authority to support a culture of empowerment, service, and accountability. Create an environment where employees feel their contributions and ideas are welcome and can see their impact on the mission.
- Develop relationships of trust with staff, volunteers, member associations, affiliates, partners, advocates, and donors.
- Advance innovation of the business model and digital transformation.
- Inspire and connect with audiences both national and international - locally and abroad.
- Encourage efforts to strategically track, analyze, interpret, and communicate performance metrics. Use data to highlight efficiencies, improve cross-team collaboration, and empower the organization to devote more attention to specific high-impact programs.

Goals and Objectives

Within the first 12-24 months, the new CEO will lead the continued transformation of YMCA of the USA and must demonstrate meaningful progress in a number of key areas. S/he will be expected to do the following:

- Establish professional and personal credibility among the Board, the Y Movement, Y-USA leadership and staff, donors, partner organizations, and other key constituents.
- Become the primary voice to gain public and government support for the organization, raising visibility and awareness across all constituencies, both internal and external.
- Validate and contribute to the organization's strategic plan and operating goals, leading Y-USA to reach its potential.
- Ensure Y-USA has a high-functioning and diverse leadership team. Set the tone for a highly collaborative and supportive culture within the organization.
- Engage the Movement by being visible with the many segments of Ys and their leadership. Through this engagement, the CEO will ensure Y-USA creates a model of support for the Y Movement and its diverse needs.
- Support the advancement of digital transformation to support the needs of member associations and the communities they serve.
- Drive efforts to ensure the strong financial and operational performance of YMCA of the USA.
- Advance diversity, equity and inclusion internally at Y-USA, across the Movement with all staff and in all locations, and externally through all affiliations, programs and interactions.

Candidate Qualifications

The CEO will be a capstone leader who leverages the organization's different disciplines to deliver on the mission and strategies of YMCA of the USA. Extensive executive-level experience (CEO or other senior leadership roles) in a distributed organization with a significant level of complexity and sophistication is necessary.

The CEO will possess:

Education/Certification

- An undergraduate degree from a four-year college or university. A graduate degree in business administration, law, public administration, management or related field is preferred.

Knowledge and Work Experience

- Distinguished track record of developing, communicating, and implementing an innovative vision and strategy in coordination with the Board, executive leadership team, and distributed key constituency groups.
- Demonstrated record of success in working within a rapidly changing and challenging environment. The CEO must demonstrate success in managing change in an organization of similar scale.
- Clear history of promoting diversity, equity and inclusion internally and externally.
- Experience building high-functioning leadership teams that have consistently delivered clear and quantifiable results.
- Strong financial acumen and business orientation. Experience successfully managing the entire spectrum of a complex, multi-site organization.
- Experience and success in cultivating philanthropic support. Accomplished in fundraising, particularly through solicitation of corporate sponsorships, major private and foundation gifts, foundation and government grants, and individual gifts.
- Experience leading a complex nonprofit or community-facing organization, displaying equal focus on mission and sustainable business operations.
- Demonstrated experience serving on and/or interacting with a high-profile Board with a human service focus.
- Success in driving innovative solutions, including the development of digital capabilities to improve market positions and efficiencies.
- Extraordinary communications and advocacy abilities, successfully representing an organization with the public, partners, government officials, community and other leaders. Must be comfortable serving as the primary voice/face of the organization and embrace the 24/7 nature of the work.
- Proven leadership abilities including diplomacy, solid interpersonal skills, the ability to build trust and unquestioned integrity.
- Demonstrated success leading a geographically dispersed organization with a complex contingent of staff, volunteers, advocates, and constituents.
- Thought leader with successful results building and executing strategic planning initiatives.

- History of change management leadership in large complex organizational structures with specific examples of success.
- Demonstrated success attracting, developing, and retaining superior talent.
- Significant experience working with a committed and mission-driven volunteer Board of Directors.
- Demonstrated experience effectively representing an organization in and across all forms of media (including social media) to reach and engage diverse audiences.
- Clear success leading efficient, lean, and accountable organizations.

Core Competencies

- **Values.** Demonstrates in word and action the Y's core values of caring, honesty, respect, and responsibility, and a commitment to the Y's mission, in all matters always.
- **Inclusion.** Values all people for their unique talents and takes an active role in promoting practices that support diversity, inclusion, and cultural competence.
- **Relationships.** Builds authentic relationships in the service of enhancing individual and team performance to support the Y's work.
- **Influence.** Employs influence strategies that engage, inspire, and build commitment to the cause and overall Y goals.
- **Communication.** Listens and expresses self effectively and in a manner that reflects a true understanding of the needs of the audience.
- **Developing Others.** Recognizes and acts on the need to continually develop others' capabilities to attain the highest level of performance possible.
- **Decision Making.** Integrates logic, intuition, and sound judgment to analyze information to identify the greatest opportunities, make sound decisions, and solve problems.
- **Change Capacity.** Leads self and others through change by navigating ambiguity appropriately and adapting well to new situations, obstacles, and opportunities.
- **Emotional Maturity.** Demonstrates effective interpersonal skills.
- **Quality Results.** Demonstrates and fosters a strong commitment to achieving goals in a manner that provides quality experiences.
- **Innovation.** Participates in the generation, experimentation, and implementation of new approaches and activities that improve and expand the Y's mission and work.

The Headquarters Location



Chicago, Illinois

The City of Chicago covers an area of 600 square kilometers and sits 176 meters (578 feet) above sea level on the southwestern shore of Lake Michigan. The lake is about 300 miles long and averages 75 miles across, making it the fifth-largest body of fresh water in the world. The city is traversed by the Chicago and Calumet rivers. Chicago's extensive parklands, including 30 square kilometers of city parks attract an estimated 86 million visitors annually.

As a multicultural city that thrives on the harmony and diversity of its neighborhoods, Chicago today embodies the values of America's heartland — integrity, hard work and community — and reflects the ideals in the social fabric of its 77 distinct neighborhoods.

Chicago is recognized across the United States as a very passionate sports town with five major sporting franchises — the Bulls, Cubs, White Sox, Blackhawks and Bears. Each team knows what it is like to win and bring home the hardware to their city.

Chicago is a leader in reforming public schools, enhancing public safety and security initiatives, providing affordable housing in attractive and economically sound communities, ensuring accessibility for all and fostering, social, economic and environmental sustainability.

Procedure for Candidacy

Please direct all inquiries, nominations and resumes to the search consultants via WittKieffer's candidate portal which can be accessed [here](#). All inquiries, nominations or expressions of interest will be handled in strict confidence.

For more information or questions, please contact the WittKieffer consultants supporting the YMCA of the USA in this search, Andrew Chastain, Christine Pendleton, Julie Rosen or John Fazekas, preferably via e-mail, to CPendleton@WittKieffer.com. Information that cannot be sent electronically may be forwarded to:

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The YMCA of the USA values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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