

Ronald McDonald House of Durham
www.ronaldhousedurham.org
Position Description
Executive Director
Application Deadline: December 9, 2011

Background

The Ronald McDonald House (RMH) of Durham is a non-profit organization dedicated to serving families in a home-like environment while their children face serious medical issues at Duke Children's Hospital. Since its founding 31 years ago, the RMH of Durham has served over 20,000 families. It was the first Ronald McDonald house in history created solely by the community and not in conjunction with a professional football team. RMH's vision is "A Home Away From Home: Growing to Serve More Families," and its mission is *to allow families to focus on the health and well-being of their critically ill children by keeping families together who are in need of a community of hope, comfort and empathy.* Duke Medical Center is the primary source of referrals. RMH of Durham is a place of respite and support for families of children in pediatric intensive units, children receiving bone marrow transplants and children undergoing outpatient procedures such as radiation and chemotherapy.

RMH of Durham also operates Family Rooms inside Duke Children's Hospital and WakeMed Children's Hospital in Raleigh, N.C. to support the families of hospitalized children who are not staying at the House. Open 365 days a year, the Family Rooms offer parents a comfortable living room, stocked kitchenette, showers and bathroom facilities, laundry services, and computers to stay in touch with family, friends, and workplace responsibilities.

Located in close proximity to Duke Children's Hospital, RMH of Durham has 29 bedrooms, including seven long-term bone marrow transplant suites, as well as an offsite apartment for long-term stays. The House offers families the amenities of home – a fully stocked kitchen, inviting dining area, computers and wireless Internet access, laundry facilities, a play room, and a library. Staff and volunteers are always looking for ways to provide emotional support and relief for families dealing with the stress of treatment including a daily meal program, activity programs for the entire family including outings to Duke basketball, Durham Bulls and Carolina Hurricanes games, assistance with transportation, and helping families run errands. Emotional support from other families in similar situations is one of the side benefits of staying at the RMH of Durham.

The need for RMH of Durham services is clear. In 2010 alone, RMH of Durham hosted more than 1,200 families including 700+ new guests and 500+ returning guests. The average length of stay at the House is nine days, but families dealing with transplants typically stay six months to two years. The Family Rooms served more than 21,000 parents.

RMH of Durham is governed by a 21-member Board of Trustees. It employs 13 staff, and in fiscal year 2011 operates with a budget of \$1.17 million. In 2010, staff-driven fundraising brought in approximately \$643,000 and represented 62% of total revenues of \$1.03 million (direct mail – 21%, events – 20%, major gifts – 12% and grants – 9%), not including the capital campaign. The remaining \$389,000 (38%) is derived from room rent and fundraisers conducted by outside groups and activities requiring minimal staff time. RMH of Durham could not operate without volunteer support. In 2010, volunteers donated more than 48,000 hours of service.

After careful strategic planning and the completion of a feasibility study, in 2011 the Board embarked on an ambitious \$6.7 million capital campaign to increase the number of rooms from 29 to 55 and to upgrade the facilities. Eighty percent of the goal has already been secured with support from Duke Medical Center, Duke's Pediatric Bone Marrow Transplant Program families, Ronald McDonald House Charities of NC, owner/operators connected with McDonald's, and many other individuals, corporations, and foundations. The groundbreaking ceremony was held on October 26, 2011, and completion is expected in late 2012.

The RMH of Durham is an independent 501(c)3 organization but it is also a proud member chapter of Ronald McDonald House Charities (RMHC), itself an independent nonprofit. Founded 36 years ago, the 300+ RMHC member chapters can now be found in 54 countries and is one of the most recognized nonprofit brands in the world. Combined, the worldwide chapters serve more than four million families a year. The McDonald's Corporation is the primary supporter of RMHC but it is the local McDonald owner/operators who are involved on the local level providing support and leadership to local chapters.

Candidate Description

The ideal candidate is a seasoned leader who has the clear head of a manager who is fair but firm and the heart of a social worker with compassion for families in crisis and the people who serve them. The staff is dedicated, but has gone through many changes during the last three years, and a renewed sense of teamwork needs to be nurtured. Doubling the client load with the new addition will demand a team that works well together. The candidate must have the ability and enthusiasm to lead and motivate a dedicated staff, build a strong team environment, and set an ambitious strategic course within the context of a modest-sized organization.

Helping families with children who are undergoing intensive treatments is by its very nature stressful. Serving as a temporary home away from home, RMH of Durham provides great opportunities for family support but also requires strong administrative management skills. Running the RMH of Durham has been compared to running a small hotel with all the inherent issues of guest satisfaction. Added to these responsibilities is the ever-constant need to secure funding. This leader must have emotional intelligence and savvy, understanding the importance of listening and sensitivity in meeting the needs of clients and the staff who assist them.

The next Executive Director must be able to ascertain the strengths and limitations of the organization as it is today and, if necessary, make changes to strengthen its ability to serve its clients, improve operations, fundraise, and increase the organization's profile in the community. He/She must have a proven history of creating and managing an effective, quality program that maintains the highest standards.

As with all nonprofits, fundraising will be at the top of the agenda and will require a professional with the ability to lead and complete the current capital campaign (approximately \$1 million left to raise) while moving the annual fundraising program to new levels of success with an emphasis on building its major gifts program. WinterFest, the very successful annual auction, is also an important fundraiser and community builder for RMH of Durham. He/she must be fearless but smart in connecting with donors, prospects, and community leaders in the position to support the mission of the organization.

This position offers an incredible opportunity for a strong leader/manager with compassion for families dealing with very difficult situations. To succeed, the Executive Director must believe passionately in the mission of the RMH of Durham and possesses the skills to bring all the necessary resources together in the service of the mission.

Responsibilities

People and Productivity

- Creates an annual operating plan for the House, with the input of staff, and clearly articulates annual goals contained in that plan to the Board of Trustees.
- Hires, leads, trains, and motivates staff to reach goals through team work, individual action, and evaluation of results within a supportive and productive work environment based on mutual respect, open communication, and a common purpose.
- Sets clear and achievable expectations for staff with well-designed job descriptions, an insistence on maintaining high standards, and honest, supportive annual reviews.
- Ensures staff receives the training they need to stay current in their fields and are equipped with the resources and equipment required, within budget constraints, to work effectively and efficiently.
- Articulates the meaning of “high standards” as it pertains to behavior, programs, operations, and the appearance of the facilities, and works cooperatively with staff and volunteers to meet or exceed the standards.
- Works to ensure that all policies and procedures are well-documented, legally sound, and evaluated on a regular basis.
- Serves as the RMH of Durham’s lead spokesperson and advocate.
- Understands the importance of having a strong and productive relationship with Duke Medical Center leadership and with those directly involved with referrals to RMH of Durham programs, as well as the leadership at WakeMed.
- Ensures that Board minutes and related documentation are stored properly and filed physically and electronically for easy access and security.
- Maintains a strong relationship with the global office of Ronald McDonald Charities to ensure compliance with standards, fundraising, recognition, and other opportunities that could benefit the organization.

Supportive House and Culture

- Understands the needs of families living with a medical crisis and the staff and volunteers who support them.
- Ensures that RMH of Durham’s culture is supportive and joyful, centered on the needs of the families who need respite with an understanding that the House and programs cannot serve every family in need; guidelines on who can be admitted and who can remain at the House must be created and understood by staff.

Finance, Programs, and Operations

- Sets and maintains clear operational goals and standards to ensure the needs of the families are being met and that the facilities are maintained at the highest levels within the limitations of the budget, and works closely with the Director of Operations to ensure adherence to goals and standards.
- Evaluates all aspects of the organization’s operations, programs, and personnel on a regular basis and makes changes as necessary.
- Stays current on all financial, reporting and accounting issues that affect the budget, audit, the IRS 990, and reporting to funding sources.
- Possesses a thorough understanding of all aspects of the organization’s financial condition, budget, and investments.
- Is knowledgeable about and understands the purpose, goals, and challenges of each program (including but not limited to Family Services, the Family Rooms, and volunteer training and coordination) and how each fits into the organization’s mission and strategic plan.
- Works with the staff to create, revise, and maintain programs/operations that support the families and engage/inspire donors.

Fundraising Leadership

- Supervises the Director of Development to ensure that the organization is operating a creative, successful, well-organized, and diversified fundraising and stewardship program, including but not limited to annual, major/planned giving, events, and grants from individuals, corporations, and foundations.
- Leads and brings to a successful conclusion the current capital campaign to raise the final \$1 million to increase the organization's capacity to meet a growing demand for services.
- Serves as the organization's lead fundraiser in cultivating and securing gifts from major prospects and positions him/herself and the organization to meet prospects with significant potential.
- Collaborates with the development team to create an annual written development plan that is clear in its goals and objectives, staff responsibilities, and timelines.
- Works in conjunction with the Director of Development and the development team to identify, cultivate, and solicit first-time gifts and grants and to develop strategies to earn greater involvement from existing donors.
- Monitors all prospect and donor contacts to ensure positive and purposeful relations.
- Possesses a thorough knowledge of the founding, history, major accomplishments and challenges, and significant events affecting RMH of Durham specifically and Ronald McDonald Charities nationally.

Board Relations

- Serve as the key staff person managing the work of the Board of Trustees including strategic planning, membership, meeting agendas, retreats, and other work.
- Cultivates a strong relationship with each Trustee to ascertain and maximize each Trustee's skill set for the benefit of the organization and to assist in developing skills necessary for effective Board participation.
- Assists the Board leadership in developing a culture of significant personal giving and the importance of Board involvement in fundraising success.
- Prepares reports for the Board that are relevant, clear, and informative.
- Staffs Board committees in collaboration with the appropriate staff members.
- Keeps the Board informed of legal or accounting issues requiring Board action and on issues related to the organization's programs, operations, personnel or funders.
- Welcomes and cooperates with an annual review that could include feedback from staff or others chosen by the Board.

Communications, Marketing, and Outreach

- Collaborates with development staff to develop a communications and marketing strategy that is clear in its objectives, measurable in its impact, and uses the latest technologies and methods the organization can afford to fundraise, keep stakeholders informed, promote the organization, and educate the general public.
- Seeks opportunities to address audiences in order to educate them about the RMH of Durham, encourage contributions, and advocate on behalf of the organization.
- Represents the organization as a member of associations, clubs, or other organizations that would position RMH of Durham for public support and community engagement.
- Works in cooperation or coordination with other organizations that can be of service to RMH of Durham's clients or to the organization's success.
- Is actively involved in local, state, or national professional organizations as a way to give back to the profession and to benefit the organization and finds ways to involve staff and Board members in such organizations as a way to develop leadership and bring new ideas into the organization.

Education/Skill Requirements

- Bachelor's degree (graduate degree preferred) with seven or more years of relevant leadership experience in creating and operating successful programs and fundraising.
- A seasoned leader who knows how to grow, support, and supervise staff and who inspires creativity, dedication to the mission, and a healthy work environment.
- A documented employment history highlighted by increasing levels of responsibility and demonstrated ability to exercise sensitivity and good judgment in dealing with staff and the public.
- Exceptional planning skills, goal and results-oriented, and deadline driven.
- Excellent communications skills.
- A proven ability in establishing and maintaining high standards in all aspects of an organization.
- Track record in independently designing, implementing, and managing multiple projects, setting deadlines, and monitoring projects to timely completion.
- Proven and successful fundraiser with an understanding and appreciation of the development process with a track record of securing gifts of \$25,000 or more.
- Experience with the full range of fundraising opportunities including individual, corporate, major and planned gifts, annual and capital campaigns, events, and grants.
- High comfort level interacting with senior-level executives and people of wealth.
- Ability to manage and grow an active portfolio of prospects and the ability to ask for gifts and to position others to ask for gifts.
- An excellent communicator with the ability to engage, inspire, and educate as a public speaker, in personal meetings or in written form.
- Experience with, and an understanding of, communications and marketing and the role they play in fundraising and other aspects of a nonprofit organization including the uses of traditional and new media to reach audiences.
- Diplomatic, creative and adaptable.
- Compassionate.
- A good sense of humor.
- Ability to travel as needed.
- Experience with families in crisis or hospitality house-related programs a plus.

Compensation:

Commensurate with experience and abilities and reflective of salary levels in non-profit organizations.

To apply:

Submit a cover letter, resume (preferably together in one attachment) and salary requirement by email to:

Mr. Ric Richards, President, Board of Trustees
Mr. Geoffrey Krouse, President-Elect, Board of Trustees and Chair, Search Committee
Ronald McDonald House of Durham
ExDirSearch@ronaldhousedurham.org

Deadline: December 9, 2011

The Ronald McDonald House of Durham is an Equal Opportunity Employer.

Writing samples and references will be required from finalists who will be notified soon after the application deadline.

The consulting firm of moss+ross (www.mossandross.com) has been retained to assist with this search.