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## Non-Profit Sector Heats Up for Executive Recruiters



Nowhere are leaders and talent more deeply passionate about what they do than in the mission-driven sector. Non-profit, philanthropy, and social enterprises are evolving at a rapid pace. According to **Korn Ferry**, leaders are challenged with doing more with less as they navigate increasing demand. The opportunity to create more meaningful and wider impact is greater than ever, as innovation and technology present new and exciting possibilities. To survive and grow, non-profit leaders and professionals must be agile, strategic, and visionary, Korn Ferry says.

So what attracts talented executives to this sector? Non-profit organizations occupy an increasingly central role in society. According to **Russell Reynolds Associates**, this also makes the need for search firms to find excellent and visionary boards and executive teams more important than ever. Coming out of a global pandemic, what new challenges do non-profits face, what role can executive search firm's do to help these organization find top talent, and what type of leaders are required for leading non-profits? Not surprisingly, leading search consultants serving the non-profit sector can provide deep insights on the climate of the industry and what lies ahead.

In the early days of the pandemic there was deep uncertainty about the economy and widespread fears of a broad contraction in the non-profit sector. "Like many of our peers, we were bracing for the worst. In the past year, the business has evolved from apprehension to exuberance," said Michelle Kristel, managing partner at **McCormack+Kristel**. "The market today is hot, hot, hot! The volume of RFPs and the number of clients seeking to fill multiple positions is unprecedented. Over the last year, executive search has proved to be remarkably resilient and adaptable. The time-honored practices of in-person briefings, site tours and interviews quickly shifted to video conferencing and technology was leveraged,

in ways previously not imagined, to bridge distances and foster connections."

Even with the pandemic coming to an end video interviews are now the norm rather than the exception. "This makes search committee scheduling significantly easier and saves time and money previously spent on travel," Ms. Kristel said. "We expect the efficiencies realized through video conferencing will remain for some parts of the process, first round interviews for example, and ultimately hybrid in-person/online processes will become the new standard."

Ms. Kristel says that her firm expects that the number of distributed staff among non-profit organizations will continue to grow, as remote work has demonstrated that many employees are happier and more productive working from home, and that with dedicated workspace, adequate childcare, and a strong internet connection the quality of work for most employees remains high.

### BY THE NUMBERS

#### Rebounding Sector

**100%** of non-profit specialist recruiters  
polled by Hunt Scanlon

expect to meet or exceed revenue goals for **2021**.

During the pandemic, many people reflected on and reassessed the most significant aspects of their lives – where they live and where they work, according to Ms. Kristel. "For many, the pandemic was a catalyst to seek meaning and purpose in their professions prompting more private sector executives to seek out non-profit leadership roles beyond board and volunteer service," she said. "Among non-profit professionals, whose careers have been driven by the imperative of people before profit, many are transitioning to or seeking positions with organizations serving communities that reflect an aspect of their intersectional identities. For veteran non-profit employees and newbies alike, the consistent and defining characteristic is always commitment to and passion for the mission. Folks who derive satisfaction from advancing those missions and who are motivated to serve the greater good will be among kindred spirits in the non-profit sector."

CEOs who are visionary leaders and proven fundraisers are always in high demand. "Over the past year, many leaders postponed retirement or delayed transitions," Ms. Kristel said. "The increased demand for services, particularly in organizations with healthcare, housing and food programs, put

*(cont'd. to page 2)*



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additional burdens on staff, many of whom were juggling remote work, childcare and distance learning in addition to their increased professional responsibilities. Further, the disproportionate impact of the pandemic on communities of color and a national reckoning with racial injustice exacerbated stressors on BIPOC team members across all sectors. During this period of disruption and unrest, we saw many leaders prioritizing organizational stability over self. The need to ensure resources, to adapt and expand programs, and to provide support and healing for staff became paramount. As post-pandemic life takes root, I expect we will see a significant uptick in CEO transitions.”

#### **Newly Created Roles**

Additionally, related to growth in the non-profit sector, Ms. Kristel has seen many newly created positions reflecting more layered reporting lines. Chief of staff positions and hybrid positions—such as those that combine development with marketing and communications, leveraging the synergies between the disciplines and recognizing the importance of cohesive messaging across audiences—are growing trends.

“Clients are more open to profit sector candidates, especially for finance, operations and marketing positions,” said Ms. Kristel. “With resumes that can be difficult to decipher and persistent questions about culture and fit, academic and career military candidates have often been overlooked by mission-driven clients. With coaching and guidance to understand and appreciate the vast hard and soft skills these candidates bring to the sector; we are also finding clients increasing receptive to so-called ‘out-of-the-box’ candidates.”

Executive search within the non-profit sector continues to be robust with much of the demand driven by retirements combined with the fact that non-profits have struggled historically to effectively plan for succession and maintain bench strength, according to Rose Spano Iannelli, co-founder and managing partner of **Spano Pratt Executive Search**. “Pent-up demand caused a dramatic surge in March of 2021 and the executive search industry for the most part appears to have fully recovered across the board,” she said. “We expect that the remainder of 2021 will continue and perhaps finish even stronger than pre-pandemic numbers.”

“Non-profit executive search is governed by volunteer boards of directors comprised of leaders within the business communities served,” said Jamie Pratt, co-founder and managing partner of the firm. “These individuals are charged with deciding who leads which is the most important role of any board member; and are doing so during a challenging unique time. Guiding this process and understanding the competencies required to lead and rebuild organizations during post pandemic will result in the need for even more sophisticated board members who are well versed in the mission, who are able to dedicate ample time, and who are astute regarding the executive selection process.”

“A non-profit organization is a business and as such many of the characteristics and skills required for successful leadership in commercial entities transfer well into the non-profit sector,” Ms. Spano Iannelli said. “The major differences can be found in how decisions are made and the thoughtful consideration of the impact of its decisions on the constituents served.” *(cont'd. to page 3)*

“Non-profits are led by governance boards,” Ms. Pratt added. “Governing board members want to know that they can trust their leader to execute necessary change and be knowledgeable as it relates to changes in funding sources and of the needs of the communities served. In addition to strong business acumen; successful candidates will be champions for inclusion, and be genuine in their alignment to the organization’s mission. Authenticity, transparency and vulnerability have all surfaced as desirable characteristics that resonate well in the interview process.”

Organizations that rely on philanthropy as a major funding source are especially dependent on effective fundraising professionals have been keeping search firms busy. “The combination of this art and science required for these roles is in high demand,” Ms. Spano Iannelli said. “Relative to DE&I, as the country has focused its’ attention on the imperative of equity and inclusion within the leadership ranks, the demand for people of color to step into senior leadership roles has dramatically accelerated. Just as consumer product companies have long understood the value of leadership that reflects the customer base, the non-profit sector aspires to have a leadership team which reflects the demographic of the population and communities served. Candidates who bring an understanding and successful track record of integrating equity into a culture and candidates who themselves are diverse are in very high demand.”

The focus on cultural fit that we have seen in the past 10 years continues and this is an important area that must align, according to Ms. Pratt. “In addition, organizations are clear about the key performance metrics needed to succeed and are crafting tight position specifications to minimize the risk of a poor hire,” she said. “Filling these positions can feel like threading a needle. Non-profit organizations, especially those with a multi-state or global presence, are showing openness to even C-suite executives holding a primary residence outside the headquarters region.”

### Higher Education Sector

With delayed retirements due to the pandemic and the additional stresses placed on institutions and their leaders in the last year, many colleges and universities are searching for new presidents at this time. Research published in March of this year from Higher Education Publications Inc. indicated that since April 2018, following presidents and chancellors, the provost position has been turning over at the highest rate. “We are not just seeing presidential turnover but also those at the senior administrative level,” said L. Jay Lemons, president of **Academic Search**. “The current market for recruiting university and college presidents is bountiful. We are seeing candidate pools that include over 100 applicants. Although the pandemic may have discouraged some individuals from announcing their departures at first, overall we have not seen a decrease in prospective candidate inquiries. This holds true for other leadership positions as well.”

Dr. Lemons notes that the role of the chief diversity officer at colleges and universities is new to many institutions and increasingly so in the last decade. “Whereas in the past there have been individuals whose scope may have encompassed elements of diversity, equity, and inclusion, such as *(cont'd. to page 4)*

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Title IX officers, there are now designated diversity officers who sit at the president's table and provide enterprise-wide leadership," he said. "In some cases the role has been created in response to an institutional crisis associated with racial incidents on campus or to upheaval. However, in any case, it is imperative to the success of the leader serving in the role that they be a part of the senior leadership team and be given the authority and resources to enact substantive institutional change. As campuses continue to face social, cultural, and political challenges, the chief diversity officer is all that more critical in affirming an institution's commitment to diversity, equity, and inclusion, effectively engaging internal and external stakeholders across the diversity spectrum, and ultimately promoting the college's success."

Diversity, equity and inclusion has always been important in the recruitment process and is only more so today, according to Dr. Lemons. "Requests for proposals are consistently asking that we demonstrate our commitment to diversity as an organization as well as in recruiting a diverse pool of candidates," he says. "Our best practices have developed over the years to include more intentional efforts to educate the search committee on mitigating bias at every stage of the search process. In addition, we have found that more purposeful efforts are being made at the very beginning of the search to build a diverse search committee that reflects more broadly the campus community and demonstrates a commitment by the institution to a more inclusive process."

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*"Diversity, equity and inclusion has always been important in the recruitment process and is only more so today."*

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Looking ahead, Dr. Lemons says that he is already seeing an uptick in the number of requests for proposals in comparison to this time last year. He says he suspects that number will continue to rise and become more in line with what his firm experienced pre-pandemic. "As universities and colleges begin to find their footing out of what was an extraordinary year, we expect that they will continue to face funding challenges, shifting demographics, equity and diversity issues, changing technology and teaching modalities, among other trends," he said. "The need to find adaptable, innovative, talented campus leaders is and will remain important for the growth and success of our higher education system moving forward."

#### **Alive and Well**

"From what we have seen, search is alive and well, however, there are many variations on the theme," said Karen Alphonse, search solution leader and executive coach with **ExecSearches**. "Organizations that have kept pace with the shift towards remote work seem to be thriving. Others that lag in terms of their technology orientation may be experiencing a more challenging time of it. However, there are many factors, including mission relevance, flexibility and the overall financial health of the organization that affect resilience."

Despite COVID, many search firms seem to have done brisk business over the last year. "A number of (cont'd. to page 5)



## LEADERSHIP SEARCH

### University of North Carolina Wilmington Taps Academic Search to Find Chief Diversity Officer



Education-focused executive recruiter **Academic Search** has been enlisted to find a chief diversity officer for the University of North Carolina Wilmington (UNCW). Leading the assignment are senior consultants Shirley Robinson Pippins and Carlos Medina. “Recognizing the unique history

of the university and the City of Wilmington, as it relates to race, equity and social justice, the CDO will serve as a thought leader, trusted advisor and effective communicator in helping to create an inclusive environment across the university, said Academic Search. For over three decades, Academic Search has been a leader in designing and implementing search processes for leaders of colleges and universities across the country. The firm has completed hundreds of executive searches for higher education institutions and related organizations, for roles ranging from presidents to provosts to deans.

non-profits have taken the COVID pandemic as a time to regroup and get energized,” Ms. Alphonse said. “For many organizations, it has been a time of introspection and a time during which existing and future leaders have been called to meet incredible challenges. This redoubling of commitment and focus has generated many new searches, especially for leaders. Organizations that are flexible, financially stable and engaged in long-term planning seem to be doing well.”

#### Top Skills for Non-Profit Leaders

“Overall management skills, creativity, innovation, fundraising skills, vision and flexibility define many of the sought-after candidates in the non-profit sector,” said Ms. Alphonse. “Good managers tend to do well, despite the times. Those who can embrace change and have the other skills in place tend to excel. When times get tough or change abruptly, those comfortable working through less-than-perfect scenarios will have a competitive edge.”

When discussing what roles are the most in-demand and talent shortages for non-profits, Ms. Alphonse points to leadership roles such as executive directors (with vision and management) and also fundraising roles. “There has been a conspicuous increase in diversity and inclusion leadership roles. Equity and inclusivity, at least for the moment, are in high demand,” she said. “I would say that any perceived shortage may have more to do with how we define and invite talent to step into leadership roles than to do with the existence of talent. From what I have seen, talent is available. However, we sometimes fall short in being creative about supporting emerging leaders until they hit their stride.”

“Often, we seek fully developed leaders with a complete set of skills in place,” Ms. Alphonse says. “If we are willing to provide coaching and to expand our vision of to include those with identifiable potential, we will go much further towards filling our talent needs during COVID and beyond. That being stated, there seems to be an increased demand for diverse leaders. The nation seems to be redoubling its efforts to address workplace equity and to hire leaders who are live exemplars of diversity

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in action. If you seek talent in this regard, you have to move quickly and be prepared to pay top dollar to purchase the expertise. Those adept at fundraising are constantly in demand, and this trend has continued through the pandemic.”

The ExecSearches.com job board has been a key source for not-for-profit organizations and executive search firms to recruit senior management and executive talent since 1999. “We have seen a 23 percent increase in non-profit executive job postings in the first half of 2021 as compared to the first half of 2020,” said F. Jay Hall, founder and president of ExecSearches. “We have noticed a sharp increase in DEI-related job postings. While hiring didn’t wholly stop during Covid, it certainly slowed. We believe the increase in job posting activity from non-profits and the firms that service them demonstrates a return to regular activity for most non-profits. We have also noticed a sharp rise in fully remote positions and positions that are partially remote.”

Philanthropic talent (fundraisers and philanthropy leadership) remains an area that is in high demand as non-profits compete for funding from multiple sources, according to Mr. Hall. “Our experience is that organizations without sufficient philanthropic leadership or leaders who possess experience with fundraising are struggling,” he said. “We encourage the board members we work with that when considering a pool of candidates for an executive director to also look at the rest of the pool of candidates and to keep an eye open to identify candidates throughout the search process where we can apply certain skillsets and experience to fulfill an organization’s strategic plan. Don’t throw out the candidates you have after you hire your new executive director. Work with your executive recruiters to identify candidates throughout the search process that may be a good fit for other positions.”

“One executive director pool of candidates may also contain candidates for different vital roles, including senior philanthropy roles,” he said. “Organizations wanting to increase their philanthropy staff may need to stay open-minded about candidates who possess the critical characteristics of a great fundraiser but don’t have the experience. Boards should remain open-minded about providing training and resources for candidates or in-house talent who possess these essential skills to build from within the organization or local community.”

### Thriving During a Downturn

“Against all expectations at the beginning of the pandemic, 2020 was our best year ever,” said Sam Pettway, founding director of **BoardWalk Consulting**. “It took several years for us to recover from the recession of 2008-09, but the 2020 pandemic’s impact was of a different order. COVID-19’s effect on our clients and the communities and constituencies they serve was incalculably severe, a fact we are reminded of every day in our conversations with clients and candidates. Internally, the pandemic forced us to revisit essentially every one of our business processes, but the business itself continued to thrive. The stresses on our colleagues, especially those caring for elders or small children, were off the charts, but for the most part all of us got through the year with grace and gratitude.”

## LEADERSHIP SEARCH

### Dare to Care Food Bank Taps BoardWalk Consulting to Assist In CEO Search



Executive recruitment firm **BoardWalk Consulting** has been selected to find the next president and chief executive officer of the Dare to Care Food Bank in Louisville, KY. John Sparrow, senior director, and Paula Nicholas, senior research associate, are spearheading the assignment. “For more than 50 years, the Dare to Care Food Bank has helped neighbors in need access critical food supplies through a network of 270 partner organizations,” said BoardWalk Consulting. BoardWalk Consulting, based in Atlanta, is a national executive search firm that recruits CEOs and senior leadership for mission-driven non-profit organizations. Founded in 2002, the firm leads executive searches for clients from across the non-profit sector with global, national, regional, and local missions. Many of the firm’s team members have previously served as non-profit executives, grant makers and board leaders.

2021 started off a bit slower than Mr. Pettway might have liked, mainly because the demands of executing searches underway the final quarter of 2020 and the first quarter of 2021 took time away from proactive business development.

“Having served an eclectic array of foundation and non-profit clients in at least 33 states, we are less influenced by swings in any one sector,” Mr. Pettway said. “Happily, good work is its own best advocate, and we are on track for another record year. We’ve added to our research team in recent months and soon will add to our consulting and administrative teams as well. We’re still cautious about expansion—we have never sought growth for growth’s sake—but the current momentum feels solid.”

### Non-Profit Work Not for Everyone

Mr. Pettway notes that the best candidates are informed by a sense of purpose beyond profits—not missionary zeal, necessarily, but the desire for impact on more than the bottom line. “Some of our most rewarding conversations have been with business leaders and other professionals with an itch to do more meaningful work,” he said. “These are often people at the top of their game, but somehow the game doesn’t resonate the way it used to, and they’re at a loss as to where they might find fulfillment.”

To be sure, non-profit work is not everyone’s best choice. “Of any 10 leaders contemplating a shift to the non-profit sector, perhaps one or two have both the aptitude and attitude to make the shift successfully,” Mr. Pettway said. “As one of our early placements put it two years after taking a 70 percent pay cut to follow her dream, this has been the most frustrating work of my career—and the most exhilarating. Not every Type A leader handles that balance well.”

Demand for CEOs, which is BoardWalk’s focus, tops the list of the leaders that Mr. Pettway has seen most in-demand. “The pandemic magnified the power of strong leadership, and even the most successful non-profits want to up their game. It all starts at the top,” he said. “Diversity and inclusion efforts, however titled, are rampant now, as many organizations are newly attuned to the ramifications of past cultural norms. How impactful such

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efforts will be in an organization that has not embraced respect for diversity at the very top remains to be seen, but the efforts themselves are a good step. Strong development officers are always in demand.”

Despite the pandemic—or possibly because of it—demand for non-profit executive search has continued to be robust, according to Nat Sutton, co-leader of the non-profit practice at **ZRG Partners**. “Now that we are now beginning to return to some semblance of normality, I believe demand for non-profit executive search services will increase moderately. For both corporate and non-profit clients, the pandemic has been a learning experience—one which required flexible, creative leadership to survive and thrive. At this point there has not been enough time to complete extensive marketplace research to determine the permanent impacts of the pandemic and its effect on the workplace and the workforce.”

Over the remainder of the year, boards and CEOs will doubtless begin to analyze where they are now and where they want to be over the next few years. “During the remainder of 2021 and into 2022, as business and society becomes more open, non-profit leaders will, in all probability, examine where their organizations are now, what needed changes and restructuring the pandemic may have identified, how their operations have evolved during that time, and make decisions about their executive talent needs, based on that analysis,” Mr. Sutton said.

“It’s fascinating to sit back and think about the last 18 months since the pandemic hit,” said Diane Charness, co-leader of the non-profit practice at ZRG Partners. “Recruiting came to a brief standstill Spring of 2020, and then began to resurface last summer as organizations realized they needed new executives- ones who can pivot on a dime and are culturally aware and inspired. Once vaccination rates accelerated first quarter of 2021, hiring has escalated significantly from pent up demand. I expect that to continue for at least a year until key positions are filled. The challenge now is on the supply side—a significant percentage of leading candidates is no longer willing to relocate. This is causing boards and leadership to modify their expectations and be as flexible as possible to secure and retain top talent.”

### Non-Profit or For-Profit Backgrounds?

Mr. Sutton notes that non-profits are looking for the same kinds of characteristics for profit organizations seek—strong management skills, proven success in growing and building organizations, strong strategic and visionary skills, and financial acumen. “Perhaps the biggest difference between non-profit and for profit leadership is that in order to be truly effectively, a non-profit executive must be mission driven,” he said. “Particularly at the CEO level and in development, executives must genuinely believe in the mission of their organization and convey that commitment to a broad variety of constituencies.”

Mr. Sutton also agrees that fundraising is the lifeblood of every non-profit. “With support from government ever-shrinking, public financial support dampened during the pandemic, and at the same time demand for services often increasing, the non-profit must make up for lost revenue and build toward new

(cont'd. to page 8)

goals by fundraising from major donors, grass roots support and foundations," he said. "That means they must have development executives with a talent for matching (major) donor interests with organizational programs and needs. To be effective they must be attuned to what provides satisfaction to a donor who is able to give generously. That is a qualification that corporate executives don't necessarily possess."

"More than ever, non-profits need leaders who can identify and diversify revenue streams to support operations," said Ms. Charness. "S/he needs to be strong in diversity of perspective and experience, along with the ability to build a case for support thru strategic planning and prioritization. I believe there will be increasing demand for talent from other sectors, to inspire the transference of skills from one to another to solve some of society's most challenging problems. These kinds of leadership transitions require skill and preparation."

There is always a high demand for development/fundraising talent, particularly at the level of SVP/VP. "People who qualify for these positions must have a very broad understanding of and experience with all aspects of fundraising, from making the big ask from a potential major donor, to the most current fundraising technology, to developing effective fundraising strategies, to managing a successful fundraising staff," said Mr. Sutton. "Financial management is also a critical area for non-profits. CFOs who are not only outstanding managers, but can be strategic partners in helping CEOs allocate limited resources in the most effective way are always in demand. Finally, talented CEOs are always sought after in the non-profit market. In most cases the CEOs are not only the senior operating officer of the organization, they are the face and voice of it to the organization's internal and external constituencies, as well as to the general public. Leaders with charisma, a genuine passion for the organization's mission, and the ability to truly connect with a broad variety of constituencies are always in demand."

Non-profit leadership recruitment is on the rise, there is no doubt about it, according to Ms. Charness. "We are seeing increases across the sector including in higher education, healthcare, arts and culture, advocacy and conservation," she said. "Of particular note is increasing demand for several 'chiefs' in technology/information services, fundraising, human capital and diversity officers. These make sense based on the changes underway in business and management."

Ms. Charness also says that there is a shortage of diverse talent at the most senior level of non-profits and among leaders who have the mix of fund development, innovation, external orientation, and strategy experience. "Non-profits should consider talent from outside its sector in a thoughtful way, using the best practices of our profession now, including data analytics, to analyze which candidates from the private sector will transition most successfully to a non-profit institution, allowing him or her to bring expertise to scale and transform an organization, while respecting its processes and unique history and impact on society," she said. "This is now needed even more than in years past and can be accomplished successfully."



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<b>Aspen Leadership Group</b> Jeff Hanavan/Ron Schiller, Founding Partners	(970) 315-2818	<b>Korn Ferry</b> Jodi Weiss, Practice Leader	(917) 744-5983
<b>Ballinger Leafblad</b> Marcia Ballinger/Lars Leafblad, Co-Founders and Partners	(651) 341-4840	<b>LAMBERT &amp; Associates</b> Catharine McGeever, Consultant	(610) 924-9100
<b>BoardWalk Consulting</b> Sam Petway, Founding Director	(404) 262-7392	<b>Lindauer</b> Deb Taft, CEO	(617) 262-1102
<b>Bridge Partners</b> Tory Clarke, Co-Founder & Partner	(212) 265-2100	<b>m/Oppenheim Executive Search</b> Mark Oppenheim, Founder	(415) 762-2650
<b>Buffkin Baker</b> Roland Lundy, Operating Partner	(615) 988-2587	<b>McCormack + Kristel</b> Michelle Kristel, Managing Partner	(212) 531-5003
<b>Caldwell</b> Heather Ring, Partner	(416) 934-2210	<b>Montague &amp; Associates Executive Search</b> Mary Lee Montague, CEO	(312) 543-6460
<b>Campbell &amp; Company</b> Peter Fissinger, President & CEO	(877) 957-0000	<b>Moran Company</b> Bill Moran, President	(855) 883-0464
<b>Carlson Beck</b> Sally Carlson, Managing Partner	(415) 203-5259	<b>Myers McRae</b> Kenny Daugherty, President; Emily Parker Myers, CEO	(478) 330-6222
<b>CarterBaldwin Executive Search</b> Price Harding/Bill Petersen, Co-Practice Leaders	(678) 448-0000	<b>Noetic Search</b> Rhyan Zweifler, President	(312) 863-8577
<b>The Christopher Group</b> Thomas Christopher, CEO	(440) 588-8470	<b>Odgers Berndtson</b> Steve Potter, CEO	(212) 972-7287
<b>CohenTaylor Executive Search</b> Chris Cohen, Founding Partner	(612) 354-5760	<b>Phillips Oppenheim</b> Debra Oppenheim/Jane Phillips Donaldson, Co-Founders	(212) 953-1770
<b>Comhar Partners</b> Bernard Layton, Practice Group Leader	(239) 345-4050	<b>Pillar Search</b> Cindy Joyce, Founder	(617) 529-7708
<b>DB&amp;A Executive Search &amp; Recruitment</b> Cole Costanzo, CEO	(800) 382-0219	<b>PNP Staffing Group</b> Gayle Brandel, President & CEO	(212) 546-9091
<b>Development Guild DDI</b> Suzanne Weber, CEO; Victoria Jones, President	(617) 277-2112	<b>Russell Reynolds Associates</b> Kimberly Archer/Simon Kingston, Co-Practice Leaders	(202) 654-7800
<b>Development Resources Inc.</b> Jennifer Dunlap, Principal & CEO; Nancy Racette, Principal & COO	(703) 294-6684	<b>Sage Search Partners</b> Paula Fazili, Managing Partner	(617) 290-3922
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<b>Diversified Search Group/Koya/Grant Cooper</b> Molly Brennan, Managing Partner	(978) 384-1296	<b>Spano Pratt Executive Search</b> Jamie Pratt/Rose Spano Iannelli, Managing Partners	(414) 283-9533
<b>DRG Search</b> David Edell, President; Dara Klarfield, CEO	(212) 983-1600	<b>Spencer Stuart</b> Michele Haertel, Consultant	(203) 324-6333
<b>EFL Associates</b> Nancy Huckaba, VP & Practice Leader; Dan Cummings, SVP	(816) 945-5418	<b>Sterling Martin Associates</b> David Martin, CEO & Managing Partner	(202) 327-5485
<b>Egon Zehnder</b> Bart Blommers, Global Practice Lead	+31 20 710 4168	<b>Summit Search Solutions</b> Carrie Coward, President	(828) 669-3850
<b>Elaine Peters Executive Search</b> Elaine Peters, CEO	(949) 400-1132	<b>Tatum/Randstad</b> Dominic Levesque, President	(717) 232-5786
<b>Greenwood/Asher &amp; Associates</b> Jan Greenwood/Betty Turner Asher, Partners	(850) 650-2277	<b>Thomas R. Moore Executive Search</b> Thomas Moore, President	(817) 548-8766
<b>Hanold Associates</b> Jason Hanold, CEO & Managing Partner	(847) 332-1333	<b>TruPath</b> Ryan Nouis, CEO	(480) 374-7101
<b>Heidrick &amp; Struggles</b> JJ Cutler, Global Managing Partner	(215) 988-1000	<b>Vetted Solutions</b> Jim Zaniello, President	(202) 544-4749
<b>Isaacson Miller</b> Ericka Miller, President	(617) 262-6500	<b>Waverly Partners</b> Harrison Turnbull, Managing Director	(877) 323-3272
<b>JDG Associates</b> Darren DeGloia, President	(301) 340-2210	<b>WittKieffer</b> Julie Rosen, Consultant	(781) 564-2636
<b>KEES/Alford Executive Search</b> Heather Eddy, President & CEO	(888) 687-3186	<b>Young Search Partners</b> Katherine Young, Managing Partner & President	(813) 254-6490
<b>Kevin Chase Executive Search Group</b> Kevin Chase, Managing Partner	(323) 930-8948	<b>ZRG</b> Diane Charness, Managing Director	(202) 350-4666

## SPOTLIGHT

## Recruiting the Next Generation of Non-Profit Leaders



*Vetted Solutions specializes in helping purpose-driven organizations in all aspects of leadership – from defining their leadership needs and requirements, to developing entire teams of loyal, dedicated high-performers, and everything in between. Jim Zaniello is president and founder of the Washington, D.C.-based firm which focuses on serving the leadership needs*

*of associations, non-profit organizations, hospitality and destination marketing industries nationwide.*

*In this interview, Mr. Zaniello provides his first-hand perspective on the current state of recruiting for non-profit organizations and his expectations for the future.*

#### What is the current state of recruiting for non-profit organizations?

The fact is demand for talented leaders in the association and non-profit sector is as robust as it's ever been. And frankly, it might even be more robust. Boards want CEOs who are innovative and entrepreneurial boards want CEOs who can help them think through the organization's business model, its communication strategy, and how those they serve the greatest guidance and assistance from the association or non-profit. Those CEOs and their talented leadership teams help to guide the association or the non-profit's journey, and to deliver the impact that everyone's expecting.

#### How was the non-profit recruiting sector impacted by COVID-19?

The non-profit sector was hit pretty hard by the pandemic. Associations couldn't hold events, educational events, conferences or trade shows, which are often a large way to engage those they serve. Non-profits couldn't do some of the fundraising events and the communications and the engagement work, because they weren't able to bring people together. Everyone pivoted, everyone went virtual, or at least to a hybrid model. And now everybody's planning for returning to office and the new normal.

#### Are there any lasting impacts?

I think many are finding that there has to be a new way. I was talking to a client of ours the other day who said this is the second year they're not running their annual meeting. And guess what? As important as we are to our members, if they haven't been together in two years, not as many of them might come back next year, either because they're comfortable with the online virtual format, or because they just want to do something different. What I think this is sort of raising awareness around is the importance of succession planning. This has boards thinking: Is there basic talent on their team that they'd be able to replace internally if the CEO decided to leave? Would they be able to promote from within in order to shorten the learning curve? They know the organization, they know the issues, they better be able to step into the role. And similarly, the CEO is looking at succession plans for those who are on their team. Again, the question is, is there someone on that individual

department head's broader team who could step into the role, either on the interim basis or on a more permanent basis? I think the other thing we're seeing is a greater use of interim executives, whether that's for the CEO spot, or for other C-suite roles, so that time and impact isn't lost while a search is conducted.

#### What are your expectations for the remainder of 2021?

I think robust boards will continue to hire CEOs, especially when that's because a really talented CEO got recruited away; we're seeing a lot of that happening. As always, we're seeing CEOs contracts coming to an end and a lot of times those CEOs say, "Wow, I got you through the pandemic. I am thrilled I'm going to go on with my life because through all of that, I've decided I want to spend my time differently." Then we also see boards wanting to look at different business models, therefore different expertise in the CEO. We're also seeing mergers, especially in the non-profit space. How do we either look at shared office services or bringing two non-profits with similar missions together for the greater good of those they serve? We're going to see all of that and more in the remaining months of this year. And I think that's what we all need to be prepared for in 2022.

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*"The fact is demand for talented leaders in the association and non-profit sector is as robust as it's ever been."*

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#### How focused have non-profit organizations been on improving diversity, equity and inclusion efforts? And have you assisted your clients in achieving the DEI goals?

I feel like the non-profit and association space has always been a little further along than the corporate community. So much so because in the non-profit and association sectors, we're all about service, we're all about helping and building others, we're all about creating capacity and impact. Certainly, as a result of what we've all experienced in the last 15 months, there's a greater awareness, greater willingness and a greater drive to want to ensure the most inclusive organizations. That means inclusive boards of directors, that means a truly diverse and inclusive staff, and different thinking around how to engage members. Some questions we have to answer on our end are: How do we help the industry we serve recruit a workforce, but in particular a truly diverse workforce to reflect society today. I've always been proud of the work that associations and non-profits do, and in the last 15 months they've done even more. From our perspective, on the search side, I think the executive search profession has always had, and especially now, has a responsibility to help our clients think through their approach to diversity, equity and inclusion. I know that's why in 2017, we partnered with George Mason University, on a DE+I study. I'm excited by what groups like the Association Forum of Chicago and the American Society of Association Executives are doing to help their members move these DE+I efforts forward.

## SPOTLIGHT

## Matching Leaders With Mission



*DRI is an executive search and strategic consulting firm committed to helping non-profits select the best talent. For over 15 years, the firm has served more than 350 of the most innovative and respected non-profit institutions operating at the local, national and international levels. DRI has placed hundreds*

*of executive leaders and worked side by side with them to adopt strategic plans, design fundraising programs and build staffs.*

*Nancy Racette is the co-founder and chief operating officer of DRI. Driven by the belief that every person can have a fundamental impact on the world, she spent decades designing innovative fundraising and communications programs to fuel the growth of sustainable non-profit organizations. In 2001, she began providing executive search and development consulting to help non-profits across the country build their own capacity to grow, thrive and excel. Ms. Racette has helped numerous non-profit organizations design and fill staff structures. She has worked with national organizations such as AAUW, the Armed Services YMCA, and Help Hospitalized Veterans. Ms. Racette recently sat down with Hunt Scanlon to discuss the current state for recruiting senior-level executives for the non-profit sector.*

**Nancy, how has the non-profit executive search business fared over the last year? What are your expectations for the remainder of 2021?**

Prior to the pandemic a Johns Hopkins study reported that the non-profit sector as a whole placed third out of 18 major sectors as an employer of American workers, ranking only behind retail and manufacturing. We don't have the statistics yet on how the pandemic has affected the sector but we have heard anecdotally that many of the smaller non-profits, particularly in the arts and culture sector have had to close their doors. However, we have seen that many others had funders that came forward in greater numbers to help strengthen those that were providing needed services. From an executive search perspective the initial fear, staff layoffs, and frozen hiring turned around quickly and hiring resumed. Search firms that focus in the sector also rebounded as a result. For us, a small boutique firm, we continue to see growth and a demand for services.

**What are some characteristics of candidates primed to work in non-profit organizations?**

Candidates primed for the non-profit sector have a strong connection and passion for the missions of the organization. They understand the value proposition and what it takes to generate the resources necessary to deliver services. Like any sector, leaders need to be visionary and able to communicate vision both internally and externally. The strongest leaders understand that non-profit is a tax status, not a business plan and can develop a culture that is both compassionate and goal oriented. Candidates need to be able to motivate and inspire others to success. Those that work in the sector are generally not compensated at the same level as

those in the for profit sector, yet the demands of the roles do not differ greatly. A non-profit CEO may not report to shareholders, but they do have accountability to a board of directors, donors and those they serve. Characteristics that all non-profits ask for include: intellectual curiosity; flexibility and adaptability; honesty; integrity; and a commitment to diversity, equity and inclusion.

**What roles are most in demand for non-profits right now?**

Fundraising positions are in high demand. Positions include both those in the leadership role and front line fundraisers that can deliver results. CEO's and executive directors are the positions that organizations more frequently turn to executive search firms for help. We are also getting requests to assist with communications, marketing and policy roles more frequently than we have in the past. Non-profits are also turning to us now to assist with board recruitment. This is one area that differs greatly from the for profit sector as board members that serve non-profits are volunteers and asked to give their time, talent and money to the organization.

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*“Candidates primed for the non-profit sector have a strong connection and passion for the missions of the organization.”*

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**Is there a talent shortage in the sector? Has this caused non-profits to look for executives in areas they normally wouldn't?**

There has always been a shortage in experienced, skilled fundraisers. Fundraising roles are very demanding and turn over is extremely high as people leave their roles for many reasons, including, unrealistic expectations, and being recruited away. Unfortunately, we have not seen non-profits think creatively about who can fill these roles or even how to invest in training and development to “grow” people in the fundraising profession. While a natural conclusion by many is that someone who is successful at sales would be a successful fundraiser, this is not always the case. Relational sales people can succeed and some organizations are starting to see the value in that. However, fundraisers do not work on commission and that can often be a deal breaker. Non-profits have been asking for candidates from the for profit sector for their CEO and COO roles. We have also seen more people from the for-profit sector reach out looking to transition into a “more meaningful” role with impact. Those candidates, however, often have “sticker shock” when they realize that compensation cannot be at the same level that they may have seen before. We recently had a client say that the candidate they thought they wanted was “too financially” motivated for their culture. Every organization is also seeking and hoping for strong diverse candidates. There is a shortage of experienced diverse candidates across roles. The sector as a whole needs to think creatively about how to diversify their workforce and understand that being inclusive and examining their internal culture will need to be a part of the process.





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## DHR International to Lead New Initiative to Support Non-Profit Organizations

**DHR International** has named James Abruzzo, the long-time global head of the search firm's non-profit recruiting practice, to lead an initiative to support non-profit organizations with their succession planning needs. The need for succession planning in non-profit organizations is underscored by Mr. Abruzzo's research of the activities of non-profit board members and CEOs. In 2020, he and DHR conducted a survey which confirmed that while four out of five non-profit board members and CEOs agree that a succession plan is "important" or "very important," less than one in five organizations surveyed had a succession plan in place.

Research also suggested that non-profit CEOs enjoy significantly longer tenures than CEOs in the corporate sector, that leadership within the non-profit sector is aging, and the pipeline for new leaders may not meet the demand. Furthermore, some within the sector may be particularly vulnerable during the pandemic. "These factors point to the need for both emergency and long-term planning in the non-profit sector," said Mr. Abruzzo.

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*"While leadership consulting's main clients have been corporations, private equity firms and multinationals, there is a great need among the non-profit sector for succession planning, coaching, and organizational development."*

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"While leadership consulting's main clients have been corporations, private equity firms and multinationals, there is a great need among the non-profit sector for succession planning, coaching, and organizational development," said Christine Greybe, president of DHR Leadership Consulting. "The pandemic has hit the non-profit sector particularly hard and we are positioning our firm to assist in any way we can."

Mr. Abruzzo joined DHR in 2002 to launch the firm's non-profit practice and has consulting with hundreds of clients during his 19-year tenure, including national health services organizations; universities; environment groups; arts, cultural and international relief organizations; foundations; and trade associations. Prior to DHR, Mr. Abruzzo was head of search and consulting for non-profit organizations at Kearney. Concurrently, he has also served on the faculty of top graduate schools, including the Free University of Berlin, the University of Bologna, Bocconi SDA in Milan, and Columbia University. Mr. Abruzzo is the founder and retired director of the Institute for Ethical Leadership at Rutgers Business School and publishes extensively on the subject of non-profit leadership.

DHR's non-profit practice provides senior level retained executive search and leadership consulting services to a distinguished group of non-profit organizations. Its mission, "to improve the effectiveness of non-profit organizations world-wide," represents the consultative approach and commitment to establish mutually beneficial and long-term relationships with each of DHR's clients.

## Critical Mandates in CEO Recruiting

The non-profit sector has seen its resources — especially those derived from traditional fundraising sources — grow increasingly scarce, according to a report by **Spencer Stuart**. “We are also seeing a shift to partnerships between international donors, partner governments, the private sector and beyond that move money in new and different ways,” the firm said.

The critical mandates for non-profit CEOs today are to diversify and, ideally, bolster the organization’s fundraising strategy while minimizing risk, according to Spencer Stuart. “At the same time, successful international non-governmental organizations (NGOs) have continued to grow, and they are not necessarily right-sized to effectively execute against a new strategy,” the firm says. “For growing organizations and those looking to disrupt their current models, experience leading global enterprises facing these same kinds of challenges has become even more important, but is harder to find outside of the private sector.”

Of course, the most successful international NGO CEOs possess a wide range of experiences and skills, including the ability to connect with and influence a wide group of stakeholders. But, Spencer Stuart notes that in a challenging funding environment, one skill in particular is becoming crucial: the ability to drive financial efficiency. Is there a certain type of leader who is likely to be most successful accomplishing this mission? Quite possibly.

To help answer this question, Spencer Stuart analyzed the financial performance of 50 of the largest and most representative international NGOs based in the U.S. against four financial metrics:

1. Revenue change
2. Program expense change
3. Working capital ratio (Ratio of unrestricted and temporarily restricted assets to total expenses in given year averaged over the previous three years)
4. Overhead efficiency (Portion of total expenses that are allocated to management and administration as averaged over the previous three years)

### What We Learned

CEOs with private sector experience lead organizations with greater financial sustainability and with more efficient operations.

Spencer Stuart says that while a CEO’s prior executive experience had a significant effect on all of the financial metrics we measured, there was a dramatic decrease in program expense when the CEO came directly from the private sector. Why? “One potential explanation is that private sector leaders typically view business opportunities through a global lens and have the operating experience to turn strategy into results,” the firm said. “They have a demonstrated ability to manage large teams and to allocate resources discerning mission-critical priorities. Furthermore, they are tested in having to be decisive, rightly considering the politics of cultures around the world and with diverse constituencies — extremely relevant skills in taking a resource-constrained non-profit to scale.”

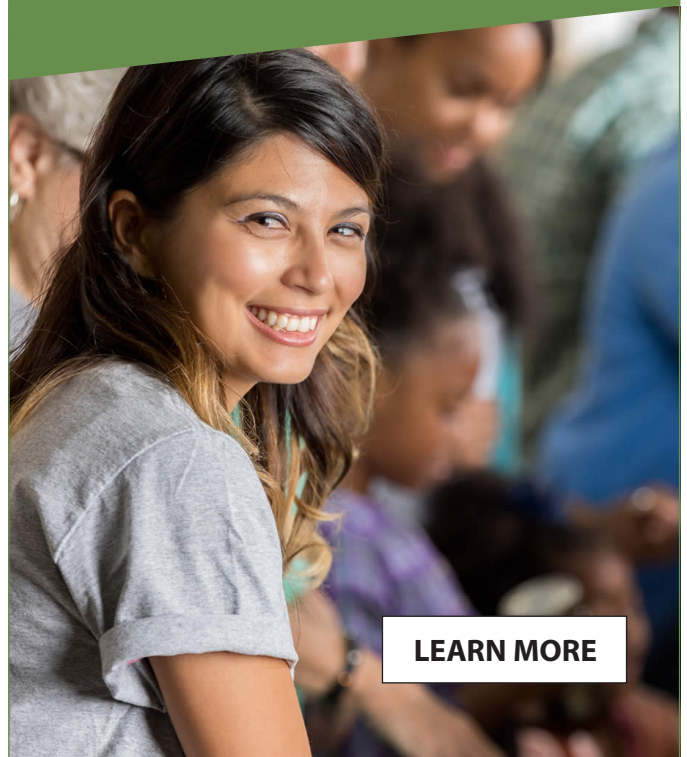
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Spencer Stuart notes that it also became clear in our research that different combinations of private sector backgrounds across executive functions — including CEOs, COOs, CFOs, and heads of strategy and resource development — work particularly well to impact these metrics. For example, organizations with CEOs and CFOs with previous private sector experiences were found to have a significantly higher working capital ratio than organizations with different kinds of profiles in those roles. The firm's findings also suggest that the composition of the entire C-suite should be evaluated in organizations where financial efficiency is of increasing importance.

*“For growing organizations and those looking to disrupt their current models, experience leading global enterprises facing these same kinds of challenges has become even more important, but is harder to find outside of the private sector.”*

### No One-Size-Fits-All Approach

It is important to note that there is no one-size-fits-all approach to NGO leadership, according to Spencer Stuart. “We are often brought in to advise organizations as they undergo significant periods of transition, and our primary objective is to find leaders who will have a long-term positive impact,” the firm said. “Private sector experience alone is not enough to ensure success — fit with the organization's culture and alignment with its strategic direction are critical. For example, there are many organizations that represent their sectors and act as stewards of their work in largely the same way for perpetuity, so the emphasis in those situations is on finding a leader who can maintain the current level of performance established by the founder or long-standing chief executive.”

However, Spencer Stuart notes that organizations that want to transform their business models often need a different type of leader to execute against a new strategy. For these NGOs, one proven way to promote the efficiency needed at a time of disruption is to bring on a CEO and/or other leaders with backgrounds in the private sector.

In an increasingly interconnected world, lines are blurring between the public and private sectors and there is growing recognition that financial impact and social impact are intertwined, says Spencer Stuart. “More and more forward-thinking private sector organizations looking to expand into emerging markets are partnering with social enterprises operating in those regions, recognizing the role they play in creating healthy local economies,” the firm said. “At the same time, in order to succeed in a challenging fundraising environment, NGOs will need to place a greater emphasis on financial efficiency like their private sector brethren. Simply put, without financial health, social enterprises cannot make an enduring impact. A CEO with a private sector background can have a tangible impact on the financial health of a nonprofit, and, as a result, a far-reaching impact on the community it serves.”



## Non-Profit Recruiting in the News...

### Lindauer Seeks New CEO for Solar One



Lindauer has been retained by Solar One to lead its search for a new chief executive officer. CEO Deb Taft is leading the search along with senior consultant Terri Rutter. The incoming

CEO will be a proven organizational leader with a commitment to Solar One's mission to expand renewable energy throughout New York City and beyond, according to Lindauer. Lindauer serves higher and secondary education, hospitals and academic research centers, think tanks, research facilities and foundations, as well as advocacy, public service, social justice and other mission-driven non-profits. It has led searches for the Boston YMCA, Center for Applied Special Technology, Healthy Minds Innovations/Center for Healthy Minds, the University of Texas at Austin and the Cockrell School of Engineering, among others.

### Egon Zehnder Places CEO for the Princess Margaret Cancer Foundation

The Princess Margaret Cancer Foundation has announced the appointment of Miyo Yamashita as president and chief executive officer. Egon Zehnder led the search assignment. The Princess Margaret Cancer Foundation is Canada's



largest cancer charity, dedicated to raising funds for Princess Margaret Cancer Center, one of world's top five cancer research centers known for its game-changing scientific achievements and exceptional patient treatment and care. Egon Zehnder's public and social sector practice works in partnership with its clients to advise governmental, NGO, non-profit, civic and academic institutions on finding top leadership. Each client and mandate is bespoke, with its engagements covering executive search, leadership assessment and development, team effectiveness, succession planning as well as organizational change management consulting.

### The Moran Company Assists National Ski Patrol with CEO Search



The Moran Company recently recruited Chris Castilian as CEO of the National Ski Patrol (NSP), a leading authority on winter mountain safety, in Lakewood, CO. Senior search consultant Bruce Scott led the assignment. The process to bring

Mr. Castilian to NSP attracted more than 250 applicants. The Moran Company worked with NSP leadership to identify qualified applicants. NSP's board of directors, division directors and staff were all part of the selection process, and all supported Mr. Castilian's selection. The Moran Company specializes in searches for non-profit leadership, including executive directors, fundraising/development directors, hospital foundation directors and other senior executives.



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## ...More Non-Profit Recruiting in the News

### Kevin Chase Executive Search Group Seeks New Leader for LYRIC: Center for LGBTQ Youth

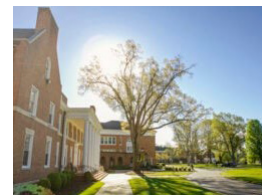


Los Angeles-based **Kevin Chase Executive Search Group** has been enlisted to find a new executive director for LYRIC: Center for LGBTQ Youth in San Francisco. Leading the assignment are Kevin Chase, managing partner,

and Catie DiFelice, senior associate. The new executive director will be an experienced, dynamic and transformational leader with a high level of emotional intelligence and professional maturity, the search firm said. Kevin Chase Executive Search Group is a national consulting and executive search firm serving mission-based, non-profit organizations in the human services, social justice, healthcare philanthropy, education, and arts and culture sectors. The firm partners with boards, search committees, senior leadership teams and stakeholder groups on critical leadership transitions.

### KEES Assists United Way of Will County with CEO Search

Executive search and non-profit consulting firm **KEES (Kistner Eddy Executive Services)** has assisted in the recruitment of Kamala Martinez as the new president and CEO of the United Way of Will County, in Illinois. The assignment is being led by Heather Eddy, the search firm's president and CEO. A comprehensive search produced almost 90 highly qualified candidates with significant experience helping legacy agencies work more effectively in the more modern philanthropic world. KEES, based in Naperville, IL, focuses on building transformative teams and leaders in the non-profit sector. The firm was founded in 2013 as an expansion of Alford Executive Search. It is women-owned and operated and provides a wide variety of services, including executive search, specialty and interim staffing, HR consulting and leadership development.



### Diversified Search Group | Koya Partners Seeks Chief People Officer for the Museum of Science in Boston



**Diversified Search Group | Koya Partners** has been retained by the Museum of Science in Boston to lead its search for a chief people officer. Spearheading the assignment are managing director Beth Schaefer and senior search associate Josyanne Roche. "At

this critical time in its history, the Museum of Science is seeking a dynamic, mission-driven leader to serve as the next chief people officer," said Koya Partners. Koya Partners is a part of the Diversified Search Group and is dedicated to mission-driven leadership. Koya works broadly at the senior-most levels of the mission-driven field in philanthropy, social services, arts and culture, and social justice, among others. In 2020, Koya was acquired by Diversified Search.