



Heartland Alliance

President & Chief Executive Officer
Position Specification



Our Client: Heartland Alliance

Heartland Alliance (“The Alliance”), based in Chicago, IL, is one of the largest human rights organizations in the country, serving constituents on a local, Midwest regional, national, and global scale. It is the leading anti-poverty organization in the Midwest and, through its subsidiary organizations, provides essential services to the most at-risk and vulnerable populations in the markets it operates. Furthermore, The Alliance is working with its constituents every day, all the time – not just in crisis situations.

Heartland Alliance’s legacy is directly tied to Jane Addams, whose global influence has helped change the world. Addams was one of the pioneers of social work as a profession, a leader in the women’s suffrage movement in the U.S., a Nobel Peace Prize winner, and a co-founder of the American Civil Liberties Union (ACLU). Addams co-founded Heartland Alliance in 1888, opening its doors to aid incoming immigrants that looked to Chicago as a city with opportunity. Today, Heartland Alliance works to advance human rights and champion human dignity by helping people exit poverty, heal from trauma, and achieve stability.

Heartland Alliance is currently comprised of the following entities: [Heartland Alliance](#), [Heartland Alliance Health](#), [Heartland Alliance International](#), and [Heartland Human Care Services](#). Through these entities, they provide multi-faceted intentional work that focuses on three areas: **health and healing**, **safety and justice**, and **economic opportunity**. Heartland Alliance is unique due to the breadth and depth of the services and programming it offers, as well as the diversity of the people it serves.

For fiscal year 2022, the organization had a total revenue of approx. \$187 million, approx. 70% of which was generated from grants & contracts, approx. 19% from contributions, and the remainder from other sources. Heartland Alliance as a total organization has over 1,700 staff, including over 1,300 domestic and almost 400 international. The Alliance operates through more than 60 sites across Greater Chicago and the U.S. and provides services in Colombia, the Democratic Republic of Congo, the Dominican Republic, Iraq and Nigeria. Through its offerings, the Alliance serves nearly 500,000 marginalized individuals each year.

More information about Heartland Alliance can be found at <https://www.heartlandalliance.org/>.

HEARTLAND ALLIANCE VALUES



Courage

Leaning in to bold efforts that advance social, economic, and racial justice



Respect

Acting with deep regard for the ideas, feelings, rights, and traditions of each individual



Integrity

Honoring commitments to instill confidence, trust, and credibility



Diversity, Equity, and Inclusion

Ensuring all races, cultures, identities, abilities, and worldviews share equal representation in all



Excellence

Striving to deliver measurable, high-level results that increase impact and reputation



Partnership

Welcoming opportunities to co-create and produce strong outcomes that achieve shared goals

Heartland Alliance Entities

Heartland Alliance

Heartland Alliance (as a unit within the overall Alliance), is comprised of the **Impact Division**, the [National Immigrant Justice Center](#) (NIJC), and [READI Chicago](#). The **Impact Division** advances Heartland Alliance's mission and vision of social, economic, and racial justice for people who have been denied it through research, data analysis, policy advocacy, program innovation, and field support. The **NIJC** provides direct legal services to, and advocates for, immigrants, refugees, and asylum seekers through policy reform, impact litigation, and public education. **READI Chicago** is an innovative new program that connects individuals who are most at risk of gun violence with employment in paid transitional jobs, cognitive behavioral therapy, and support services in order to decrease violence and create opportunities.

Heartland Alliance Health

Heartland Alliance Health provides comprehensive services to meet each person's needs. Its services include: **1) medical**, through two health centers as well as medical outreach; **2) dental**, through three clinics and a team of dental experts; **3) mental health**, through individual and group counseling, addiction services, trauma and post-trauma counseling, and more; **4) community housing**, through two residential housing programs that serve people experiencing homelessness and who are struggling with co-occurring mental illness and substance use issues; **5) food and nutrition**, through four food pantries where participants receive nutritious food and Registered Dietitians provide nutrition counseling and education, and **6) outreach & shelter-based care**, by providing on-site health care and support at shelters around the city of Chicago, as well as building relationships with homeless individuals with the goal of helping them get permanently housed and linked to healthcare.

Heartland Human Care Services

Heartland Human Care Services supports people as they build on their strengths. It covers basic needs for today, like housing and healthcare, while providing job and financial training for tomorrow. It is the leading direct service, human rights organization developing and implementing solutions to the toughest societal challenges in Metropolitan Chicago, the Midwest, and on select issues, the nation. It provides services in numerous areas, including juvenile justice, domestic violence, living with HIV/AIDS, refugee and immigrant resettlement, freedom from trafficking, family reunification, disaster recovery, housing stability, chronic unemployment, vocational education, asset-building, financial literacy, and more.

Heartland Alliance International

Heartland Alliance International (HAI) implements programs in Latin America and the Caribbean, the Middle East and North Africa, Sub-Saharan Africa, and in Chicago at the Marjorie Kovler Center. HAI's technical areas include mental health and psychosocial support, gender equity, access to justice, and stigma-free HIV prevention, care, and treatment. The Marjorie Kovler Center is an expert leader in trauma-informed care for survivors of torture and serves as a trusted resource of integrated treatment and services to reach vulnerable populations. In Latin America and the Caribbean, HAI provides legal and mental health services to hard-to-reach populations, including indigenous communities, internally displaced people, individuals vulnerable to statelessness, and Venezuelan migrants and refugees. HAI's programs in the Middle East and North Africa prioritize the needs of vulnerable groups, including women, children, religious and ethnic minorities, internally displaced people, refugees, and survivors of torture, human trafficking, gender-based violence, and other forms of trauma. In Sub-Saharan Africa, HAI responds to the urgent needs of populations vulnerable to HIV/AIDS, human trafficking, and armed conflict. Additionally, it provides mental health services to survivors of trauma and empowers women, girls, and the LGBTQI+ community to assert their rights and drive change in their communities.



Note: In an effort to maximize impact and focus on its areas of expertise, Heartland Alliance made the difficult decision to dissolve **Heartland Housing** in 2023. The process of entering receivership was driven by a deep commitment to protect residents and maintain their housing, while stepping away from direct property development and management which is not a core expertise. The Alliance remains deeply committed to helping participants find safe, affordable housing and will continue to do so through avenues that make the most sense for the organization.

Heartland Alliance: Three Focus Areas

The organization’s approach is multi-faceted and intentional and intersects through three focus areas: safety and justice, health & healing, and economic opportunity.

Safety & Justice: Heartland Alliance’s linchpin is human rights, and its mission to champion human rights imbues all its work. For those who have experienced violence or infringements on their human rights, such as refugees, asylum seekers, and survivors of torture and trafficking, Heartland Alliance ensures human rights protections and access to justice. It offers a deep continuum of specialized resettlement services, including healthcare, mental health, education, employment, and legal services, to people who have experienced violence internationally, so they may heal from past trauma, improve their health, and rebuild their lives in the United States. And it is committed to addressing the endemic violence plaguing communities in Chicago, and to helping those impacted heal from the associated trauma.

Health & Healing: Heartland Alliance approaches health and healing holistically, and believes that factors such as income, education level, physical environments, and social supports are deeply connected to a person’s health. When participants don’t have a safe home, stable income, or supportive environment, it can be impossible for their mental and physical health to improve. Therefore, Heartland Alliance’s goal is not just to meet basic housing and medical needs. It also strives to provide clients with an integrated holistic program that addresses helps them address the economic, medical, and housing challenges they face. Its core health and housing services are deeply integrated so that it can wholly address a participant’s needs.

Economic Opportunity: Heartland Alliance provides people with opportunities to gain the skills needed to move out of poverty and away from financial instability. Through job training and educational opportunities, it prepares its participants for employment. Through its asset building and financial education programs, individuals and families are provided with the tools needed to ensure adequate income for long-term stability. It addresses barriers to employability through policy work and promotion of hiring practices that seek to retain individuals with diverse backgrounds and employability challenges.





The Opportunity

Heartland Alliance seeks a President and CEO who will inspire and lead the organization to take the bold steps it needs to improve its operations and continue to serve its constituent communities in meaningful ways. The successful leader will dedicate their talents and vision to elevating the Alliance's programs and improve its internal processes.

Reporting to the 58-member Heartland Alliance Board of Directors, this leader will have full responsibility and accountability for the strategic, programmatic, financial, and operational management of the organization. They will work with the Board and staff to shape and execute a vision for the organization. They will consider the best approaches to reaching the organization's goals, particularly as it relates to delivering impactful services, managing a financially healthy organization, identifying efficiencies in operations, and empowering teams. The President and CEO will also act as Heartland Alliance's outward-facing ambassador and cultivate relationships with key stakeholders, potential partners, and funding partners.

The President and CEO will work with the team to consider the best programmatic strategies to maximize impact, invest in infrastructure to support continued growth, and develop a strategy to strengthen the organization in a period of transition and change. This leader will foster a culture that values diversity, equity, inclusion, and anti-racism, and they will empower the team. They will lead with respect for the work and perspective of every individual that Heartland Alliance employs, partners with, and serves.

Above all, the President and CEO will be fiercely committed to Heartland Alliance's mission: to advance human rights and champion human dignity by providing services and promoting solutions to achieve a more just global society.

Responsibilities

Specific responsibilities of the Heartland Alliance President and CEO include, but are not limited to the following:

- Lead the management and staffing of all operating, financial, programmatic, fundraising, marketing, legal, policy, and other components of the organization; set a strategy that prioritizes the immediate health and stability of the organization so that it may have the largest impact going forward.
- Drive strategy in partnership with the Board and senior leadership team; ensure that programmatic structure is organized in a way that achieves goals while maintaining strength of the overall Heartland Alliance.
- Shape Heartland Alliance's internal organizational structure and processes; drive innovation around technology and digital, where appropriate; ensure consistent, yet appropriately flexible, policies and procedures across the organization.
- Lead empathetically to build, motivate, develop and retain a dynamic team; inspire the full staff under a common strategy and set of goals.
- Ensure rigorous financial management with proper controls; revitalize fundraising initiatives and diversify funding streams to help build the endowment, particularly with an eye towards contributed revenue.
- Serve as Heartland Alliance's "chief fund / friendraiser"; establish and maintain relationships with individuals, foundations, corporate sponsors, local civic funders, public sector partners, and national organizations to ensure that Heartland Alliance achieves or exceeds its contributed income goals from all sources.
- Nurture an organizational culture focused on impact and accountability across all departments and programs, with strategic goals being prioritized, accomplished and celebrated.
- Serve as a visible ambassador for Heartland Alliance, amplifying the organization's story and championing it to a wide range of local and national audiences and stakeholders.



Candidate Profile

The new leader of the Alliance will demonstrate intractable commitment to the organization’s goal of helping its clients exit poverty, recover from trauma, and live stable, productive, and safe lives.

The successful candidate will have a demonstrated track record of leading a large, complex organization or division. They will have experience leading through significant evolution, with a focus on impact, financial health, and transparent communication. They will bring demonstrable operational experience in supporting and empowering a diverse, dedicated, and overworked staff; in fostering the transparent financial and communications needs an organization as multifaceted as the Alliance demands; and in building alliances with a broad range of constituents. Special attention will be given to financial acumen, fundraising aptitude, and dedication to the Alliance’s mission as well experience building alliances across the nonprofit, government, and private sectors.

Of particular importance is the candidate’s record of partnering with Board directors and senior staff in successful efforts to manage an organization’s financial and programmatic resources to increase effectiveness while implementing a clear vision.



Core Competencies

Strong candidates for the Heartland Alliance President and CEO opportunity will possess the following professional and personal qualities, skills and characteristics:

Passion for the Mission

- Passion for and commitment to Heartland Alliance's work; the ability to represent the organization authentically.
- Thoughtfulness about methods for amplifying impact while maintaining internal strength.
- Commitment to diversity, equity, access, and inclusion in all facets of Heartland Alliance's work; commitment to building an organization that is anti-racist, substantively diverse, and reflective of the communities it serves.

Executing for Results

- The ability to transform an organization, with a focus on immediate financial health, operational stability, and clear programmatic strategy.
- The ability to set clear goals; tenacity in driving results.
- Comfort with ambiguity and the ability to lead others through it.
- An orientation towards prudent risk-taking; willingness to seek input on potential outcomes of decisions.
- A high degree of integrity and transparency; the ability to act in a consistent manner while always taking into account what is best for the organization.

Setting Strategy

- The ability to transform, reimagine, and reinvent an organization so that it can move successfully into its next chapter.
- The ability to create, articulate, and execute a strategy amidst a changing environment.
- A focus on diversifying revenue streams with an emphasis on contributed revenue and building the endowment.
- Effective change management skills coupled with a high degree of emotional intelligence.

Relationships & Influence

- The ability to inspire trust and followership in others.
- The ability to communicate effectively with a variety of audiences, including program participants, government leaders, potential partners, and others.
- The skills to build partnerships with a wide range of constituents.
- Strong written communication skills and ability to articulate a clear, yet nuanced viewpoint.
- Enthusiasm for fundraising and dedication to building philanthropic relations that will take the organization to the next level.

Leadership & Management

- The ability to attract top talent, motivate the team, celebrate diversity within the team, ensure staff feel valued, and manage performance.
- Excellent interpersonal skills and the confidence to delegate appropriate responsibilities to the team.
- Willingness to share the spotlight and visibly celebrate the success of the team.
- An orientation towards self-reflection; an awareness of their own strengths and limitations.
- An ability to lead by example and drive the organization's performance.

Contact

Russell Reynolds Associates, the global leadership advisory firm, has been exclusively engaged to lead this search.

All nominations and expressions of interest will be confidential.

Alison P. Ranney

Russell Reynolds Associates

155 North Wacker Drive, Suite 4100

Chicago, IL 60606

HeartlandAllianceCEO@russellreynolds.com

Evan C. Sharp

Russell Reynolds Associates

155 North Wacker Drive, Suite 4100

Chicago, IL 60606

HeartlandAllianceCEO@russellreynolds.com

Olivia Stam

Russell Reynolds Associates

1700 New York Avenue NW, Suite 400

Washington, DC 20006

HeartlandAllianceCEO@russellreynolds.com

