THE SEARCH

The Association of Junior Leagues International (AJLI) welcomes applications and nominations for its next Chief Executive Officer (CEO). This is a critically important appointment for AJLI. On the precipice of its centennial in 2021, AJLI seeks a transformative leader with deep experience and success in shepherding change, building consensus, communicating broadly, and visioning for a revitalized and successful future. The next CEO will be charismatic and engaging with the ability to articulate an inspiring and compelling vision for the future of the Junior League movement and AJLI.

Headquartered in lower Manhattan, the CEO has the opportunity to be a strategic, visible, and high-impact leader overseeing a historic and diverse women’s membership organization at a pivotal time in its history. The next CEO must be dedicated to managing a dynamic association of diverse volunteer-led member leagues, which are strengthening women as leaders and catalysts for change in their communities. The next CEO will work closely with the Board, staff, and members to shape and implement AJLI’s vision and strategy within the framework of the association’s policies and procedures. The CEO will be the passionate advocate for the Junior Leagues, promoting visibility and communicating an understanding of the unique issues facing the Leagues while embracing diversity as a core value and strategic strength.

The CEO serves as the primary representative and spokesperson of the Association, fostering a genuine commitment to the Association’s mission and values. In partnership with the Chief Operating Officer, the CEO will oversee a staff of 24 FTEs and a budget of approximately $7 million. Reporting to the AJLI Board of Directors, the CEO is the leader of the Association, responsible for day-to-day operations and oversight and development of the talented AJLI staff.

AJLI has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.
THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL

Founded in 1901 by social activist Mary Harriman, the Junior League has evolved into one of the oldest, largest, and most effective women’s volunteer organizations in the world, encompassing nearly 130,000 women in 292 Leagues in four countries. Over the last century, the Junior League mandate has not wavered: to develop exceptionally qualified civic leaders who collaborate with community partners to identify a community’s most urgent needs and address them with meaningful and relevant programs and initiatives that not only improve lives, but also change the way people think.

Junior League members work at the forefront of social reform, tackling the toughest and most critical issues of the day—including childhood nutrition and obesity, human trafficking, foster care, juvenile justice, teen self-esteem, cybercrimes, literacy, and the environment, among others—for the purpose of enhancing the social, cultural, and political fabric of civil society. The approach is simple. Through hands-on training and formal learning opportunities, the Junior League gives women leadership experience to improve the quality of life in the communities they serve.

In 1921, the 39 Leagues joined forces as an association, which is today known as the Association of Junior Leagues International, Inc., in order to bolster the power and amplify the voice of the Junior Leagues through shared knowledge and common causes. The purpose and business of AJLI is to add value to its member Leagues in their fulfillment of the Junior League Mission: promoting voluntarism, developing the potential of women, and improving the community through the effective action and leadership of trained volunteers.

Today, AJLI is a charitable nonprofit membership organization that provides continuity and support, guidance, and leadership-development opportunities. Through regional, national, and international meetings, comprehensive resources, customized consultations, and League and member benefits, AJLI supports its member Leagues. AJLI adds value to the Junior Leagues in the following ways: providing leadership training and education opportunities; developing shared resources, tools, and services; protecting and building the Junior League brand; connecting Junior Leagues and their leaders; and leading for the future.

AJLI is driven by the following values to support Junior Leagues and members and advance the organization for the future: diversity, collaboration, community, empowerment, leadership, respect, and service.

Of the roughly 130,000 current members, roughly 44,000 are Active while 69,000 are Sustainers. While membership programs and categories differ across the Leagues, the general membership categories include: the introductory New Member year, Active membership, and Sustainer membership. Through its comprehensive Transformation rollouts, AJLI has been leading Junior Leagues to update their governance, membership, and community impact models. These new approaches are designed to ensure Junior Leagues are well-run organizations, have greater impacts in their communities, and ensure lifelong membership satisfaction.
Programs and Services

Through the AJLI web site, meetings and conferences, and publications, AJLI strives to create a vibrant community of Junior League volunteers who have access to resources, innovative training, and the latest news and information about League activities and initiatives.

In service to Leagues of all sizes, AJLI offers:

- Leadership training and volunteer development opportunities
- Customized management consulting for League leaders
- League-specific materials and resources
- Informational databases
- Recognition and awards programs
- Association-wide publications
- Access to individual and group discounts
- Links and partnership opportunities with other national and international organizations

Additionally, AJLI shares robust resources on cause-related initiatives to amplify, coordinate, and support projects initiated by the Junior Leagues. One example of Junior League branded Community Impact Toolkits is the Little Black Dress Initiative (LBDI). Founded in 2014 by the Junior League of London, the LBDI is a week-long awareness and fundraising campaign that harnesses the power of social media to illustrate the restrictions poverty places on choices, opportunities, and access to resources. Advocates wear one black dress (or outfit) for five consecutive days, in an effort to spark conversations and awareness about poverty and related issues. To date, dozens of Junior Leagues have replicated the initiative in their own communities, collectively sparking countless conversations and raising hundreds of thousands of dollars in support of important community programs.

The Help Desk is an interactive and collaborative online resource amongst and between the Association and Leagues. League members and leaders who have relevant knowledge and expertise are encouraged to offer their views on relevant queries. Through this effort AJLI continues to compile an extensive archive of peer-to-peer knowledge.

Technical support and services are also managed by AJLI to give Leagues access to and training on numerous tools and shared technology platforms to further integrate and align the mission-driven work of the Leagues and the Association.

A significant part of the portfolio of AJLI is leadership and learning opportunities; the following training and networking opportunities are provided by AJLI to serve in developing the potential of women.

Annual Conference
AJLI’s largest meeting, which is held annually to provide training, conduct Association business, present the AJLI Awards to Leagues that have achieved significant success, and celebrate the
value and power of the Association. Outgoing and Incoming Presidents, Presidents-Elect, Executive Vice Presidents (EVPs), EVPs-Elect, and Presidents-Elect-Elect, as well as Sustainers and Leadership teams, are urged to attend the AJLI Annual Conference.

**Winter Leadership Conference**
Held annually to provide League Presidents-Elect, Executive Vice Presidents-Elect, Presidents-Elect-Elect, and other senior level leaders with an opportunity to prepare for the upcoming year through governance plenary sessions and a variety of training sessions tailored to the specific needs of their positions. Workshops are conducted by League size.

**Online Learning**
AJLI's Webinar Wednesdays, twice monthly online presentations offered by notable leaders in the nonprofit, civic, and business sectors, provide professional and leadership development opportunities for all League members.

**Organizational Development Institute (ODI) Meetings**
Meetings held several times a year throughout the Association. Each ODI meeting is designed to provide new League Leaders with fundamental Mission-based training in the areas of Community Impact, Membership Development, Diversified Fund Development, Strategies and Tools for Nominating, and Building Internal Capacity - League Operations.

**Regional Meetings**
Meetings organized by Leagues to provide a variety of trainings in their geographical area. Any meeting with AJLI trainers is open to all members of the Association. These meetings represent the newest partnership between Leagues and AJLI.

**Training and Meetings Resources**
Online database of previous AJLI meeting speeches, presentations, and handouts.

**Governance Structure**

The 292 Junior Leagues in the U.S., Canada, Mexico, and the U.K. share a common mission to promote voluntarism, develop the potential of women, and improve communities through the effective action and leadership of trained volunteers. As a membership corporation, AJLI is jointly owned by the 292 Leagues. League Presidents and Presidents-Elect are volunteer leaders who serve as the spokespersons of their Leagues in exercising the critical role of ownership. Each Junior League, regardless of size, has one vote in Association governance.

AJLI is governed by a Board of Directors, which is accountable to the Leagues and comprised of women who are members of the Junior Leagues in their communities. The Board of Directors changes annually with each at-large member serving a three-year term. Officers (president, vice president, secretary, and treasurer) are elected for two-year terms and make up an Executive Committee. A president-elect is elected every two years and serves a one-year term before becoming president. The Governance
Committee Chair and Vice Chair also serve on the Board of Directors and lead the elected Governance Committee. The purpose of the Board of Directors is to govern the Association on behalf of the individual Junior Leagues and to ensure that AJLI serves its purpose.

The Board exercises its governing role in four primary ways: communicating with the Leagues, who are members of the Association; owning the strategic direction for the Association and providing oversight for the strategic plan/framework; ensuring the financial viability of the Association; and supporting and evaluating the CEO with the mission, vision, values, and goals of the organization in mind.

The management, through delegation of the CEO, is charged with operational aspects of the organization. Under the leadership of the CEO, AJLI staff is responsible for creating League services to align with Board-identified strategies.

**Strategic Framework: Better Together to Strengthen and Grow the Movement**

In 2018-19, AJLI adopted a new strategic framework to proactively grow the Junior League movement and ensure its relevance for generations to come. The Junior League must approach women's community and civic leadership in a modern way, and AJLI must rethink how it supports Leagues with relevant resources that work to aid the Junior League's transformation into an innovative and adaptive learning organization calibrated to foster the development of women as community and civic leaders through groundbreaking, hands-on training opportunities.

The 2019-20 fiscal year is the second year of implementing the new Framework and builds on the work of 2018-19. The Framework is designed around four major goals that create a “Better Together” organization:

- **Create Junior League Stability and Growth**: strengthen existing Leagues, proactively support new league growth, and increase association non-dues revenue.
- **Build the Junior League Brand**: increase external awareness and broaden internal understanding of the shared brand identity.
- **Scale Impact**: leverage defined and measurable collaborations and multiply best practices from the membership Transformation.
- **Ensure Organizational Excellence**: clarify accountability, provide targeted learning, and create efficiencies through shared services.

The framework also sits upon the following guiding principles:

- AJLI’s mutual and collective strength lies in the strength of the connections as an association.
- AJLI works with a diverse, equitable, and inclusive lens.
- AJLI is a learning organization.
- AJLI is committed to the principles of lifelong membership that is flexible and compelling across generations.
THE ROLE OF THE CEO

This is a critically important appointment for AJLI. The next CEO will be a transformative and collaborative leader with deep experience and success in shepherding change, building consensus, communicating broadly, and visioning for a revitalized and successful future.

The CEO serves as the primary representative and spokesperson of the Association, fostering a genuine commitment to the Association’s mission and values. Reporting to the Board of Directors, the CEO is the leader of the Association and responsible for the day-to-day operations and oversight of the AJLI staff. Direct reports to the CEO include a Chief Operating Officer and all senior leaders for the organization charged with overseeing key functions including fundraising, marketing and communications, education, meetings and conferences and institutional advancement. The full AJLI staff count is approximately 24 FTE, including the CEO.

The CEO is also a non-voting member of the Governance Committee. The Governance Committee is a committee of the Association and its members are elected by the Junior Leagues. The Committee’s primary purpose is to produce a slate of qualified candidates to lead the Association.

The AJLI’s budget is primarily driven by membership dues. Additional revenue sources include conference registration, investment income, fundraising, and several non-dues revenue programs such as merchandise sales. For the fiscal year ending June 30, 2019, AJLI had total revenue of approximately $7.2 million and total expenses of approximately $7 million.

KEY OPPORTUNITIES AND CHALLENGES

It is expected that the next CEO will have the ability to address a set of opportunities and challenges that include, but are not limited to:

*Shape an inspiring vision and strategy for AJLI’s next chapter*

The next CEO must collaborate closely with the AJLI Board and Leagues to articulate the future strategic direction, priorities, and services of AJLI to ensure the sustainability of the Junior League’s brand, relevance, and value. The history of the Junior League is a fundamental organizational strength and should serve as an anchor for the next CEO as they help the organization welcome new generations, honor the strong legacy of long-term members, and envision a vibrant future for the Junior League amidst changing dynamics of work and volunteerism for women around the world. Over the last thirty years, the Junior League membership, like many membership organizations across the country and abroad, has declined. While not attributed to one cause, many factors now contribute to competition for women’s time and talent. A comprehensive membership strategy that not only addresses the current challenges facing different Leagues but also anticipates future demographic and generational shifts is critical.
Membership stabilization and growth alone are not a silver bullet. The next CEO must bring business acumen and financial savvy to diversify AJLI’s revenue sources and grow its fundraising capacity. In partnership with the Chief Operating Officer, the next CEO will ensure AJLI is operating using best practices in nonprofit management and develops a fiscally sound business model.

**Strengthen the relationship with and services provided to Junior Leagues around the world**

In order to fully understand the breadth and distinguishing characteristics of the Junior Leagues nationally and internationally, the CEO will engage formally and informally with Presidents and leaders of Leagues of all sizes and across the full geographic scope of membership. The CEO will regularly connect with the Leagues to listen and understand the deep diversity of the Leagues and to discuss policy, new initiatives, and how best to achieve success together and as individual Leagues. The next CEO must be an entrepreneurial servant-leader, embrace the member-run governance of the Leagues, and clearly communicate the value proposition of the Association, while looking for innovative ways to serve the highly varied needs of a diverse group of member Leagues.

Currently, conferences and training are core to the services AJLI provides to the Leagues and their members; the CEO will seek to fully understand the current programs, the value they provide to Leagues, and where additional programming and training would have the greatest impact on members and League leaders. In partnership with staff, the next CEO should seek opportunities to bring best practices in training and leadership development to AJLI. The goal is for AJLI to be the “go-to” organization for training and leadership programs that equip women to be effective and impactful in their communities and beyond.

**Enhance the sense of community and commitment to diversity, equity, and inclusion within AJLI and across all Leagues**

AJLI is fully committed to diversity, equity, and inclusion. The next CEO will bring an understanding of and unwavering commitment to the ways in which diversity strengthens and deepens the Junior League and improves the delivery of the Junior League mission for all members. The CEO will play an important leadership role in helping the Junior League become a more inclusive, safe, equitable, and welcoming organization. Within AJLI, the CEO must prioritize building cultural competency of its staff and across the Junior League to further develop the diversity and inclusivity initiatives currently underway and ensure that diversity as a core value is embraced.

**Serve as a visible spokesperson, collaborator, and advocate for the AJLI and the Junior League movement**

The success of AJLI’s next chapter hinges on the ability for the incoming CEO to be a visible, passionate, and charismatic leader for the Junior League. Particularly today, there is an appetite for programs and organizations that empower and train women as leaders and community change agents and the next CEO must proactively insert the Junior League into this dialogue. As a powerful communicator and collaborator, the next CEO will capitalize on opportunities to tout the merits and points of distinction of
the Junior League while also debunking the myths. It will be critical to remind, and in many instances, explain for the first time, that the Junior League is, and has always been at the forefront of civic engagement, developing the potential of women, and improving communities through effective action and leadership of trained volunteers. Moving forward there is ample opportunity to develop a multitude of partnerships and collaborations with diverse organizational entities and community organizations nationally and internationally.

**Lead, develop, and support talented AJLI staff**

In equal importance to the externally facing role of the CEO, strong internal management is a critical priority for the next CEO. In close collaboration with the Chief Operating Officer and other senior leaders within AJLI, the next CEO will drive effective organization management with fiscally sound practices and enhance AJLI’s learning culture to strengthen communication, knowledge sharing, continual learning, collaboration, and innovation across the organization. The next CEO will need to be a seasoned manager and effective leader who will establish roles and responsibilities of the staff to serve the member Leagues while also strengthening professional and collegial staff dynamics that promote teamwork. A nimble and entrepreneurial mindset are crucial. As the leader of AJLI’s human, material, and fiscal assets, the next CEO needs to have keen business acumen, high emotional intelligence and grace, and demonstrable success in shepherding change, making decisions, and engaging with diverse stakeholders.

The next CEO needs to understand how to lead a complex membership organization while empowering the senior staff to direct the day-to-day operations. In working with the senior leadership team, the next CEO should coach and counsel, and ensure that professional development goals are identified and attainable and work to create a “best place to work” culture for the talented and invested staff of AJLI.

**Partner with the Board of Directors and Governance Committee to advance the AJLI mission**

The next CEO will work closely with the Board of Directors and Governance Committee to establish a culture of collaboration and effective governance. Together, they will review bylaws and policies to clarify and articulate a fully aligned path forward. In collaboration with the Association Governance Committee, the CEO will help identify organizational needs to align with skills sets of future AJLI Board leadership. Working together, the CEO and Board must be in lock step regarding organizational vision, mission, values, and brand clarity. The CEO will lead AJLI staff as strong collaborative partners with the Board to develop the strategic goals of the organization. The CEO will provide a clear and realistic account of the resources necessary to carry out organizational goals. Additionally, the CEO will serve as a key partner of the Board of Directors to maintain focus on established priorities and provide recommendations on prioritization to capture new opportunities. The CEO will communicate, in partnership with the Board, AJLI’s ongoing relevance and scope of service and leadership to the larger Junior League membership. With leadership and guidance from the next CEO, AJLI leadership can effectively convey alignment and partnership to Junior Leagues and members and be visible champions of the “Better Together” strategic framework.
QUALIFICATIONS AND EXPERIENCE

While no candidate will possess all of the desired qualifications, the ideal candidate will bring many of the following professional experiences and personal characteristics:

- A commitment to equip women around the world to be catalysts for lasting community impact;
- Passion for the voluntary sector and its community impact along with a keen understanding of the issues women leaders face today;
- Knowledge and/or experience working with organizations whose leaders are volunteers;
- A high-impact, dynamic, charismatic, and relatable leader with a proven track record of achieving results individually and in partnership with others;
- Embodied core values and demonstrated success in promoting a culture of diversity, inclusion, and multicultural awareness;
- A high level of integrity, humility, self-awareness, diplomacy, transparency, and emotional intelligence. This person will lead by example and consider the League, the members, and the impact of the Junior League first and foremost;
- Appreciate the importance of building and engendering a culture of trust throughout the Junior League with a focus on long-term success. The ability to develop deep relationships with all stakeholders both internal and external: staff, Board of Directors, Junior League leaders, the nonprofit sector, and partner organizations;
- Approximately 10 years in a senior management role with planning experience, board exposure and interaction, budget and profit and loss oversight, fundraising, marketing, and the management of staff;
- Demonstrated success in leading in a complex organizational environment. Experience managing an association or membership organization is a plus;
- Outstanding interpersonal skills coupled with political savvy, and the ability to build trust and consensus, motivate, advocate, inspire, and listen;
- Capacity to be the external spokesperson for the Junior League, with the ability to bring the mission to life and solicit support through fundraising and exposure;
- Strong business management and financial acumen with experience articulating an organization’s ongoing strategic vision into sound operating business plans and processes;
- An entrepreneurial spirit with the ability to influence others and execute vision;
- Experience developing long-term partnerships and strategic alliances with outside organizations to introduce new programs, services and/or products;
- Physical stamina and advance-planning skills to handle substantial conference and travel obligations;
- A dispositional comfort with ambiguity and change;
- Demonstrated ability to move between organizational operation and high-level strategy;
- Respect and appreciation for history of the Junior League balanced with a clear drive toward a compelling vision for the future.
TO APPLY

Inquiries, nominations, and applications should be sent in strict confidence to:

Keight Tucker Kennedy, Partner
Claire Hennessey, Associate

Isaacson, Miller
www.imsearch.com/7417
1300 19th Street, NW, Suite 700
Washington, DC 20036

*Electronic submission is strongly encouraged.*

Priority consideration granted before April 15, 2020.

AJLI provides equal employment opportunities (EEOC) to all employees and applicants for employment without regard to race, color, religion, creed, sex, sexual orientation, national origin, ancestry, age, mental or physical disability, pregnancy, alienage or citizenship status, marital status or domestic partner status, genetic information, genetic predisposition or carrier status, gender identity, HIV status, military or veteran status and any other category protected by law in all employment decisions.