



LEADERSHIP PROFILE



Chief Operating Officer (COO)
**Third Sector New England
(TSNE)**
Boston, MA

TSNE builds the leadership and effectiveness of individuals, groups, and nonprofits to support a more just and democratic society.

THE OPPORTUNITY



TSNE is a \$54 million organization that advances social good and helps nonprofit organizations thrive. The organization partners with hundreds of nonprofits, groups, individuals and foundations in Boston, New England and across the country.

TSNE provides management and consulting services that strengthen nonprofit leadership, capacity and performance. Founded 60 years ago, TSNE operates the NonProfit Center in Boston, provides fiscal sponsorship for 75+ nonprofits, offers in-demand consulting, training, real estate management, grantmaking and community-based investment, and advances inclusion, racial equity and social justice.

This is a time of transformation and promise at TSNE. Under the leadership of a strong and forward-looking CEO, the organization is charting the future course for TSNE to grow impact and outcomes. In partnership with the CEO, the senior staff and the TSNE team, the COO will strengthen the organization's

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operational infrastructure in ways that will enable the organization to optimize its service offerings and reach more people with its mission. The role is an important structural addition at a critical inflection point for the organization, and will help its leadership maintain focus on building external relationships, broadening fundraising efforts and pursuing the vision for the future.

The opportunity for the COO is bold and compelling: to be a thought partner for the CEO, and facilitate continually higher levels of operational success and advance TSNE's systems, processes and organizational dexterity to enable the organization to achieve impact commensurate with its potential.



Mandates for the COO will include:

- Enabling the CEO to focus on vision, key strategic initiatives, fundraising and maintaining a strong external presence
- Preserving operational momentum while gracefully ensuring that the organization strengthens its capacity to respond to evolving client needs and the nonprofit business environment
- Being an effective driver of coordination and communication across all of TSNE's departments
- Bringing clarity to the operations of TSNE and driving accountability in ways that align with TSNE's positive organizational culture and sense of teamwork
- Balancing consensus with a bias for action

THE ORGANIZATION

TSNE is a nonprofit management support and capacity building organization that works with hundreds of nonprofits across the country. A \$54 million nonprofit with assets of \$90 million, TSNE is a stable, financially healthy organization that provides information and services to build the knowledge, effectiveness and power of individuals, organizations and groups that engage people in community and public life. The organization offers fiscal sponsorship, training, consulting and property management services to a host of nonprofits

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throughout the U.S. It publishes best-practice research and guides designed to strengthen the operations and capacities of mission-based organizations.



Original TSNE research projects have been widely reviewed and shared. These include: *What's Next: Moving Beyond the Person* (2019), *Valuing Our Nonprofit Workforce* compensation studies (2017, 2014 and 2010), *Opportunity in Change* (2017, with The Boston Foundation), the *Leadership New England* study (2015), *Funding Learning Networks for*

Community Impact (2013), *Step-by-Step Guide to Achieving Diversity in the Workplace* (2010), and the *Executive Directors Guide* (2002, 2010).

TSNE is a co-founder and active member of several professional networks aimed at advancing the work of the nonprofit sector, including the Massachusetts Nonprofit Network, The Nonprofit Centers Network, and the National Network of Fiscal Sponsors.

TSNE continuously evolves its services in fiscal sponsorship, where it serves over 75 nonprofits in Boston and across the country, and in consulting. TSNE's consulting practices include:

- Executive search and transitions
- Human resources
- Leadership coaching
- Management training for nonprofit professionals
- Organizational development
- Strategic planning

The organization's commitment to community-based organizations is ongoing. In TSNE's 20+ years as a grantmaker, the organization has distributed over \$3 million in funds to strengthen nonprofits, and to support collaborations, networks, organizations and individuals working toward racial and economic equity. Partnerships with foundations, service providers, community groups, nonprofits and thought leaders in the sector provide opportunities for reflection and learning – strengthening TSNE's programs and services.

TSNE has a longstanding commitment to racial equity and social justice. Internally, there is ongoing work in equity and inclusion, and improving the organization's cultural competency, communication and the capacity to work effectively with diverse community-based organizations is a priority.

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TSNE's FY18 revenue of \$54 million is comprised of Fiscal Sponsorship (FS) Projects (\$48 million), real estate management (\$4.5 million) and consulting and other activities (\$1.5 million).

Due to its financial strength, TSNE has not done traditional fundraising or business development, although it has been working to deepen its relationships with foundations. Engaging support for new aspirations and results is an opportunity. TSNE will benefit from deepening relationships with current stakeholders and cultivating new partners and support, in Boston and beyond.

More information can be found at www.tsne.org

THE RESPONSIBILITIES

Reporting to the CEO, the COO will be a partner and advisor to the CEO on all internal matters and capable of representing the organization externally with funders, media and external constituency groups to expand current revenue streams and build excitement for TSNE's mission. They will work in alignment and harmony with the CEO and will be responsible for effectively managing TSNE's infrastructure, processes, human and financial resources. By combining significant systems, organizational and project management credibility and expertise with a passion for TSNE's mission, the COO will help the organization function smoothly and optimally.



More specifically, the COO will:

- 1. Capably and consistently oversee the day-to-day operations of TSNE.** As the central point of contact for the staff on the functional, mission and day-to-day professional services, real estate and property management and business development components of TSNE's work, the COO will ensure the seamless integration of divisional activity around common goals and institutional aspirations. A drive to create an effective and smooth-functioning organization for clients and staff will be a key trait of the COO. The role demands an acute facility with leading change, galvanizing and managing people, plans and achieving goals in a fluid and evolving

environment. The COO will drive excellence while inspiring staff, and both display and inspire calm in managing a wide variety of day-to-day activities and ensure that the organization can adapt to unforeseen circumstances with grace and flexibility.

- 2. Effectively translate the vision of the organization and the CEO's priorities into operational objectives and manage outcomes to measurable results.** The COO will be an adept translator of vision into executable qualitative and quantitative plans and have the capacity to ably manage and drive both short and long-term goals, processes, controls and procedures. The COO will have a high level of comfort with P/L analysis, financial planning, budgeting and management, business analysis and evaluation, strategy, organizational systems and achieving business results. In concert with the CEO, the COO will ensure that targets are clear and that progress against goals and the strategic plan are measurable, readily available and consistently communicated to appropriate internal and external audiences.



- 3. Be a trusted advisor to the CEO.** As a partner and right-hand of the CEO, the COO will quickly establish and consistently maintain a relationship of superlative trust, candor and respect with the CEO. The COO will have both facility and comfort with communicating sensitive and difficult information to the CEO and the courage to advise and respectfully disagree with the CEO when warranted. As a critical asset to the CEO, the COO

will understand and demonstrate a continuity and solidarity around goals, positions and policy and engender the same collaborative and reciprocal support and clarity from the CEO.

- 4. Work collaboratively with the staff to help galvanize collective efforts of their work, minimize obstacles, advocate for resources and ensure clarity around common goals and long-term success.** Inspiring and leading teamwork, collaboration, trust and learning across all functions and divisions, the COO will rally the TSNE community around mission, shared vision, values, aspirations and a sense of team that transcends workgroups and functions. The COO will have strong business acumen and will be astute at assessing organizational capacity and advocating for adequate resources that will enable the staff to meet and exceed expectations.
- 5. Anticipate, manage and solve problems deliberately and decisively so that TSNE is internally and externally successful.** The COO will be proactive, planful and forward-looking and avoid inertia with process,

programs and outcomes. While balancing multiple inputs and perspectives, the COO will be comfortable making decisions with varying degrees of information. In tandem with the CEO, staff and board, the COO will help the organization be deliberate in moving institutional objectives forward, managing TSNE's financial resources, human capital and balancing mission-related and financial goals.

THE CANDIDATE

The ideal candidate is a seasoned and experienced leader with an established history of managing, coaching, leading and supporting a talented and diverse operational team, be comfortable in an inside-facing organizational role, and demonstrate a passion for TSNE's mission. Superlative interpersonal, management, project management, business analysis and evaluation, operational, financial/budgeting and organizational planning skills and a commitment to the future success of TSNE are essential. Knowledge of organizational systems and managing in a values and mission driven organization is highly valued; experience with real estate and property management would be a plus.



Personal assets will include a collaborative spirit, high emotional intelligence, listening and communication skills and quiet confidence born of authentic ability.

Additional assets being sought in the new COO include:

- A high level of business acumen and the ability to balance the delivery of programs against the realities of a budget
- The ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan
- Strong quantitative, problem solving, project management, financial management, and planning skills; comfort with profit and loss statements and utilizing analysis, wisdom, experience, judgment and data to inform business decisions
- Relevant experience with a strong track record of achievement in managing complex, dynamic and multi-faceted environments and meeting goals
- An acutely developed ability to execute effectively, focus on details and manage organizational projects to completion
- Strong organizational skills and an orientation toward outcomes and metrics

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- Significant facility with vision and execution and the ability to balance both
- Experience with professional services - ideally in connection with nonprofit organizations
- A demonstrated understanding of cultural competency, the value of diversity and equity in the workplace and the ability to work in a fast-paced, multi-cultural environment
- Demonstrated success as a leader of change management processes, including around the development and use of technology, knowledge and data management and administrative systems
- Commitment to the work of social and economic justice organizations and to other TSNE values including increasing diversity and inclusion, work-life balance, excellence in service and wise stewardship of resources
- A collaborative, inclusive, flexible management style coupled with ability to make difficult decisions
- A passion for TSNE's mission
- An authentic persona that inspires trust, invites collaboration and engenders an environment of teamwork
- Commitment to participatory management and shared leadership practices and experience working as part of and leading highly collaborative teams delivering complex programs and services
- The ability to effectively scale and build organizational capacity
- Someone who is a graceful but an effective change agent who can implement improvements with minimal disruption and maximum buy-in
- Even temperament; someone who is fulfilled and content working at the operational level with minimal fanfare or accolades

THE RELATIONSHIPS

The COO reports to the CEO. Direct reports include the Director of Programs, Director of Learning and Evaluation, Marketing and Events Strategist and the Manager of Property Services. Together with the CEO, the COO will play a key role in managing approximately 70 people at headquarters and over 400 people embedded at client organizations.

THE LOCATION

The CEO is based in TSNE's office in the NonProfit Center in downtown Boston. Boston is home to many of America's top nonprofit, academic, scientific and healthcare institutions, and to Fortune 500 companies including Staples, Athena Health, Dell EMC and GE.

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To apply or suggest a prospective candidate,
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