

**OPPORTUNITY PROFILE**  
for the position of

**PRESIDENT/CHIEF  
EXECUTIVE OFFICER**



[www.ChristianLeadershipAlliance.org](http://www.ChristianLeadershipAlliance.org)

**San Clemente, California**

**May 2011**

## OVERVIEW

The Christian Leadership Alliance (CLA) formerly called the Christian Management Association and the Christian Stewardship Association, with more than 10,000+ members who are CEOs, managers, ministry leaders, board members, pastors, church business administrators, volunteers, and individuals, is seeking a President/Chief Executive Officer to provide leadership for the association in the fulfillment of its mission. This includes formulating and implementing a major new direction for CLA: online education (through support by Azusa Pacific Online University).

The future of this education-driven organization will add to its present education methods done via its annual conference, periodic seminars, publications, website, and regional chapters to develop cohort oriented on-line courses producing certificates in eight different subjects. The students will come from church and parachurch organizations as well as the business world. It is expected the new focus will bring additional growth that within 3-5 years doubles the CLA's current revenue.

## THE ORGANIZATION

In July 2010, the Christian Leadership Alliance (CLA) became a stand alone 501 (C) 3 that is owned by Azusa Pacific University (APU).

Azusa Pacific University is a comprehensive, evangelical, Christian university located 26 miles northeast of Los Angeles. Offering more than 60 areas of [undergraduate study](#), 26 [master's degree programs](#), and 7 [doctorates](#), the University serves a total student population of more than 8,500 via the on campus, online, and [seven regional centers](#) across Southern California.

For more than 35 years, CLA has equipped leaders of Christian nonprofits in leadership, governance, management, and resource development. Drawing upon the combined strengths of APU and CLA, additional resources will be brought to expand CLA's impact and reach.

"For the past few years, APU has been exploring means to broaden the University's reach in both formal and informal learning opportunities," said APU President Jon R. Wallace, DBA. "Together with CLA, our vision is to provide ministries and nonprofit groups with professional, applied, and principled development in leadership, management, and other key areas of organizational effectiveness."

Beginning 2011, CLA plans to offer online certificate courses that will eventually include ten areas of Christian nonprofit leadership: Executive Leadership, Managing and Leading, Resource Development, Financial Management, Legal and Tax Issues,

Board Governance, People Management and Care, Mission and Strategy, Spiritual Dimensions of Effectiveness, and Communications and Marketing.

The Engstrom Institute (EI), a CLA subsidiary named for a founding member of the CLA and prominent past board member and president at APU, is dedicated to scholarly research and resources to support innovation and best leadership practices. Access to academic scholars for research and writing and other contributions to nonprofit leadership and management are also delivered through the EI.

"This alliance with CLA enables APU to meet their membership's learning needs in specific competencies, knowledge, and skills through seminars, workshops, certificates, and diplomas in several forms of delivery, including online," said John Reynolds, APU Executive Vice President and newly appointed Chairman of CLA. "We're excited to offer leaders and organizations programs and resources that are flexible and meet market need, while retaining APU's reputable, Bible-based education."

CLA is governed by an 11-member Board of Directors of which five are from APU's Board or Administrative Leadership Team. Elizabeth Maring, an attorney and Board Member of APU, is Chairwoman of the three member Search Committee.

The annual CLA budget is just under \$2 million and there is a staff of seven, which includes the President, to whom the VP-Administration & Finance and the VP-Communications report. Additional staff of four is involved in membership services, bookkeeping and conference registration.

CLA is located in 2,500 square feet of office space in the Orange County beach community of San Clemente, plus as an affiliated part of Azusa Pacific University there may also be support staff on APU's campus for the development of the online courses and marketing. Presumably the CEO will reside in the area.

CLA Orlando 2012 CMA's 32nd Annual Leadership and Management Conference for Christian Organizations and Growing Churches will be held April 10-12, 2012 at the Rosen Single Creek Hotel in Orlando, Florida. More than 1,700 people typically attend. For details see:

[http://www.christianleadershipalliance.org/events/event\\_details.asp?id=158620](http://www.christianleadershipalliance.org/events/event_details.asp?id=158620)

The CLA has a strong network of regional chapters, as well as a Section Advisory Council of ten key volunteers (recruited by the CLA President). Each section leader, who serves a two-year term, recruits a team of five to ten key CLA members (consultants and practitioners) to provide their time and expertise. The 10 sections are: Board Governance, CEOs, Church Leadership, Church Management, Financial Management, Fund Development (including Marketing and Communications), Human Resources, Information Technology, Management and Leadership, and Tax

and Legal Trends.

CLA, similar to many trade associations, has had 25% of its revenue from membership dues, 50% from the annual conferences, 10% from advertising and sponsorships, 12% from donations, and 3% from sales of publications.

The desired future for CLA, over the next five years will include:

- The development of a strong online education program that enrolls 2,000+ people per year and increases revenue by 1-2x the current levels.
- Establishment of strategic alliances with major ministry organizations that enlarges both membership by members of those organizations as well as drives enrollment for on-line education.
- Market penetration of for-profit businesses (who pay for their managers to take online courses in order to improve their leadership knowledge) and the younger generation (recent college graduates) and churches of major denominations.
- Having a robust financial condition.
- Continuing a reputation as a model for excellence in management.
- Consistent success in executing the strategic plan and meeting goals.

## **THE POSITION**

The President and Chief Executive Officer (CEO) of CLA has the responsibility:

- To promote the best in leadership, management, and related areas so that Christian organizations are the most effective and practice the best methods and values.
- To work with APOU on the development and marketing of online courses.
- To develop strategic relationships with leaders and organizations that can influence their members to become members of the CLA and/or take the online courses.
- To increase CLA's value to its members, grow membership, and by increasing revenue be able to increase the services CLA can give its members.
- For development and implementation of the vision and strategic direction of CLA (as needed).
- To oversee the day-to-day operations of the organization including the staff recruitment, retention, supervision and training, and the quality of "customer" service.
- To provide leadership and direction for the use of emerging technology.
- To build relationships that strengthen CLA as a trade association, including the relationships with donors, vendors, exhibitors, and members. Build/maintain a strong "customer" orientation.
- To continually enhance and market an updated brand image of CLA.
- To lead, develop, and mentor the CLA staff, enabling each member to achieve significance in ministry. While presently there is a small staff team, as revenues

grow and responsibilities increase, the President will add new leadership to the team. At present the President must be hands-on but as the revenues and staff grow the President will focus on the more strategic aspects of her or his role.

- To network with other associations such as: National Religious Broadcasters, Evangelical Council for Financial Accountability, National Association of Church Business Administration, and the Gospel Music Association.

## PROFESSIONAL AND PERSONAL QUALIFICATIONS

The following characteristics will likely be present:

- May come from any type of Christian or marketplace organization; has been the CEO or at least had a significant role in leadership for an organization having achieved significant growth.
- Is an innovator; he or she and their team can bring forth new ideas and easily move into uncharted territories to create and implement successful strategies.
- It is preferred to have had experience in a company startup to include product design and launch, marketing coupled with experience in the internet; experience in driving growth in online education is very helpful.
- Is progressive, continually learning; i.e., sees the impact of social media and can use it to drive new customers and branding.
- Has proven experience in overseeing revenues and cash flow.
- Is an effective team builder and team leader.
- Will have a strong evangelical Christian faith.
- Relates well to the younger leaders.
- Has immediate credibility as a president, which is crucial in creating strategic alliances and as the statesman or stateswoman for the organization.
- Has a degree of charisma which prompts credibility as well as causes contagious enthusiasm.
- Communicates well to all types of groups and in written communications; if also a good MC all the better.
- Adjusts well to new environments, i.e., prior experience in academic settings is advantageous.
- Exceptional “EQ” (emotional quotient); one’s people skills are perceptive, sensitive and adjusted to effectively reach others.
- Understands how organizations work, both for-profits and non-profits.
- Has a fast learning curve, gathers information before making decisions yet makes decisions promptly.
- Is forward thinking, will see what the future might hold in the areas of management/leadership, financial management, fund raising, communications, and technology, as well as the legal arena.
- Has character that includes openness, transparency, a willingness to admit

- mistakes, humility, a servant-leadership style, and a style of inclusiveness.
- Holds diversity as a value and works equally well with men and women.
  - Has a passion for learning, for Christian leadership and the organizational effectiveness.
  - Knows his or her own weaknesses and strengths, values those who can support him or her in areas of weakness, and values constructive feedback.
  - Balances demands of their time so that the needs of the job, family, and spiritual life are met.
  - The leadership style must be participative rather than autocratic, and one that engenders a positive work environment, while at the same time is results-oriented.
  - Has a reputation of integrity that should be evidenced by a record of sterling personal conduct.
  - The rigors of the position require good health, a high energy level, and the ability and willingness to travel as an ambassador for CLA.
  - A bachelor's degree is required, and an advanced degree is preferred.
  - The person must be able to affirm without reservation the CLA Statement of Faith (*See Addendum*).

## THE SEARCH AND SELECTION PROCESS

The Search Committee, made up of three members of the Board, will select the person who will be recommended to the Board of Directors for selection. The Search Committee is assisted by Bruce Dingman of The Dingman Company ([www.dingman.com](http://www.dingman.com)) an executive search firm, which has a successful track record for similar searches.

With input from the Search Committee, this document was created and then sent out to many people who might be potential candidates or who might suggest potential candidates. From the hundreds of people being contacted with this Opportunity Profile, many names will be considered. Bruce Dingman will consider each name suggested or applicant and will interview the strongest candidates through personal interviews and then thoroughly check their references. All candidates will go through this process.

In collaboration with the Search Committee, the list of candidates will be reduced to probably four people who will then be interviewed comprehensively by the Search Committee in September. Following this, one will be recommended forward to the Board. As needed maintaining candidates' confidentiality will remain an important part of the process up to this point.

The preferred candidate will then be invited to meet with the Board for further

scrutiny. If that goes well, the Board may wish to extend an offer of employment. Hopefully the person will be on board in mid-fall 2011.

## OPPORTUNITY

For the right person, who is being led to this position by the Lord, this is the opportunity to make a significant impact for Christ at a national level. Also, to live in Southern California, although housing is quite expensive, means living in one of the most beautiful and dynamic areas in the country. It is possible, although not preferable, that the person could live elsewhere.



Our client is an equal opportunity employer and does not discriminate on the basis of race, age, color, sex, national origin, or physical handicap. As a religious non-profit organization, CLA will discriminate on the basis of theological faith, as will Bruce Dingman as CLA's agent.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts be made until mutual interest has been established.

This document can be viewed or printed from "Searches" at [www.dingman.com](http://www.dingman.com).



*The Dingman Company, Inc. is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection. We are a generalist firm that has served the business and non-profit worlds nationwide since 1979. While most of our assignments are in the corporate sector, due to our Christian faith, we also serve many non-profit organizations in the Christian community.*



For further information on this position, please contact:

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### *The Vision of CLA*

A world where every Christian in leadership is equipped and empowered for excellence to the glory of Christ, our Lord.

### *The Mission of CLA*

To exhort, equip and empower Christian leaders to think biblically and lead effectively as faithful stewards in the service of Jesus Christ.

### *Guiding Strategy*

We seek to build the body of Christ by building the people Christ calls to leadership. Our strategic outcomes are: Effective leaders, and the effectiveness of the organizations they lead; Committed steward leaders; Integrity in leadership; Kingdom impact.

### *Statement of Faith*

We believe the Bible to be the inspired, the only infallible, authoritative Word of God.

We believe that there is one God, eternally existent in three persons: Father, Son and Holy Spirit.

We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.

We believe that the salvation of the lost and sinful comes solely through the regeneration by the Holy Spirit, leading us to faith and trust in the atoning work of Jesus Christ.

We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life.

We believe in the resurrection of both the saved and lost; they that are lost unto the resurrection of damnation and they that are saved unto the resurrection of life.

We believe in the spiritual unity of believers in our Lord Jesus Christ.