



*Christ centered, child focused, church based
and committed to integrity*

Colorado Springs, Colorado
www.compassion.com

President & Chief Executive Officer Opportunity Profile



Mission Statement

In response to the Great Commission, Compassion International exists as an advocate for children, to release them from their spiritual, economic, social and physical poverty and enable them to become responsible and fulfilled Christian adults.

OVERVIEW

Compassion International is seeking a new leader who is passionate about helping the poor, passionate about the needs and the potential of children, and passionate about the role of the Church in advancing the Kingdom of God. This leadership role is an opportunity to shepherd the organization in an unprecedented commitment to outcome attainment while growing the global organization over the next eight years from ministering to 1.4 million to 4 million children and from revenue of \$600 million to \$2 billion. Besides overseeing the organization in a macro sense, the new president will be its chief spokesperson to the world...increasing the awareness of Compassion's role in meeting the needs of poor children in the developing world and increasing the influence of the Compassion brand.

April 12, 2012

*Compassion International
Received the 2012 Gallup
Great Workplace Award*

*"...for fostering one of
the most productive and
engaged work forces in
the world" according to
Gallup. "Organizations
such as Compassion have
established a new global
standard for engaging
people," said Gallup's
Tom Rath, head of Gal-
lup's Workplace & Lead-
ership Consulting Prac-
tice.*

THE ORGANIZATION

Compassion exists to release children from poverty in Jesus' name. What began in 1952 as one man's effort to help a handful of orphaned children in Korea has turned into a massive global movement of churches, sponsors, families, and staff who are currently helping over one million children. Compassion works in more than 35 countries around the globe, employs more than 3,000 staff, and partners with 6,000 local churches that engage approximately 60,000 local church volunteers who work directly with the children in our programs.

This is Compassion's 60th year of ministry. Compassion has built its reputation on a commitment to the well-being and development of the individual children sponsored in its program and to strong systems of equipping and accountability. Compassion has a fully-developed program model built around its flagship Child Sponsorship Program. The Mission and Core Values of the organization are firmly in place and the Board of Directors has approved a "2020 Vision" that will guide the organization for the next eight years (see this link for detail [Compassion's 2020 Vision](#)). The "2020 Vision" is a compelling and challenging vision that calls upon the organization to undergo significant change and significant growth.

Compassion International, Inc. is the founding organization of Compassion's Global Partner Alliance. Compassion International partners with ten independent organizations in other developed countries that represent the Compassion brand in their context. These non-US markets make up about 30% of Compassion's global revenue. Although these organizations are legally independent, they work in a highly integrated way with Compassion International. Compassion International is responsible for all program implementation and oversight and for the leadership, coordination and support of the global family of organizations.

Compassion has been in a period of rapid growth for more than a decade. Even through the last few years of the global economic crisis, Compassion has grown on average more than ten percent year after year. In addition to numeric growth, Compassion has seen significant growth in the strength of its brand and reputation. Compassion is now the respected global leader in Christian holistic child development and has developed networks and opportunities to influence the global Church.

Compassion uses 1% of its revenue for advocacy activities. For Compassion, advocacy raises awareness in the Global Church of God's heart for the poor and God's heart for children and mobilizes local churches for holistic ministry to children in poverty. The organization realizes that regardless of how large the direct ministry of Compassion may grow, only by mobilizing the broader Church can all children in poverty be reached.

COMPASSION'S CORE VALUES:

Compassion is a Christ centered organization committed to the Church. As such, we hold to the following core values:



Christ-centered:

We confess that Jesus is the Christ and He is Lord of our lives and of this ministry. Our love of Jesus compels us to love others as He commands and to honor Him in all that we do.

Excellence:

Excellence is doing things God's way—consistently doing everything that we are called to do with outstanding quality. We do the right thing, the right way, every time.

Committed to the Church:

The Church is the great hope for the world and is God's instrument to advance the Kingdom of God. We mobilize and connect the global Body of Christ to fulfill her mandate for holistic discipleship of children in poverty.

Stewardship:

The ministry of Compassion belongs to the children, our Implementing Church Partners, our sponsors and donors, our Supporting Church Partners and ultimately to God. Therefore, we protect, develop and deploy all of our resources (people, time, money, knowledge, reputation and materials) with great care and wisdom.

Integrity:

Christian integrity is aligning our thoughts, motivations, attitudes and actions with the ethical principles found in God's Word. In both our personal lives and our ministry, what we believe, what we say and what we do should be consistent, congruent, reliable and transparent.

Dignity:

Each person is created in God's image and bears God's likeness. Jesus treated everyone with respect and willingly gave His life to redeem all people. Therefore, all people are worthy of our respect and love.

THE POSITION

The President/CEO will report to the Board of Directors. He or she will lead and direct the global ministry with the objective of successfully achieving its mission, vision, goals and objectives by the most effective means possible within the ministry's God-given resources. The President will refine and articulate the vision in a way that challenges, motivates and guides staff and external constituencies. He or she will establish current and long-range objectives, plans and policies, subject to the approval of the Board of Directors.



The President/CEO will act as the chief spokesperson for Compassion's ministry globally. He/she will be a passionate and motivational communicator to both internal and external audiences, enthusing them for the ministry and inspiring confidence in Compassion to various publics. He/she will be positioned as a thought leader in the spheres of international development, global missions and child advocacy and will be comfortable and effective in communicating one-on-one, through the media and as a keynote speaker.

The President/CEO of Compassion International will develop close personal relationships with the chief executives of the Global Partner Alliance organizations and will serve as a leader and mentor to them. He/she will serve as the leader of the Global Council, where the senior global leadership of Compassion comes together to discuss vision and strategy.

Directly reporting to the President/CEO is an EVP/COO and an administrative assistant. The President will work very closely with the EVP/COO in setting the direction and the tone for the leadership and management of Compassion International. The President/CEO provides spiritual leadership, vision and moral bearing for the senior leadership team and largely delegates to the EVP/COO the effective operation of the organization. There are over 800 staff members at the headquarters in Colorado Springs and over 2,000 staff members in the Field offices. There is a seasoned and successful senior leadership team in place. The foundation is solid so the next President/CEO will have the opportunity to generate exponential growth, increase excellence, prepare the next generation of organizational leadership, and increase brand awareness. There is much to do!

JOB FUNCTIONS

- Is the Leader of Compassion International. Provides Godly wisdom, counsel and direction to the senior leadership teams and the organization at large. Is a consistent witness for Jesus Christ, maintains a courteous, Christ-like attitude in dealing with people within and outside of Compassion, and faithfully upholds Compassion's ministry in prayer.
- Serves as an advocate for children and for the poor. Communicates passionately about the cause and effectively challenges the worldwide Church to actively engage in holistic ministries to children in poverty.
- Effectively communicates Compassion's mission and vision to employees and ministry partners. Establishes and maintains an effective system of communication throughout the organization with a special emphasis on key relationships within Compassion's field offices and Global Partner Alliance offices. Nurtures close relationships with the CEOs of the Global Partner Alliance organizations.

- Represents Compassion externally. Pursues opportunities to influence key gatekeepers and influencers within the Christian community, the relief and development community, and the media. Able to interact and provide an apologetic for Compassion's approach with government and inter-governmental organizations (WHO, World Bank, UN, etc.)
- Promotes the ministry of Compassion to potential donors, large and small. Effectively communicates the need, the Compassion response and the opportunity to give. Serves as the key contact for Compassion's highest-level donors and relationships.
- Directs the EVP/COO and his senior leadership team in the development of vision and strategy for the organization.
- Ensures the development of the basic objectives, policies and operating plans of the ministry; submits plans and budgets to the Board of Directors for their approval.
- Ensures that corporate policies are uniformly understood and properly interpreted and administered by subordinates; reviews and approves proposed policy changes, seeking Board input as appropriate.
- Reviews ministry performance. Analyzes operating results of the corporation relative to established objectives and ensures that appropriate steps are taken to meet ministry objectives and budgets.
- Ensures that adequate plans for the future development and growth of the ministry are prepared and periodically presents such plans for general review and approval by the Board of Directors. Ensures that ministry imperatives, including major change initiatives, are prioritized, developed and effectively implemented.
- Delegates portions of activities, responsibilities and authorities, as necessary and desirable. Ensures that the responsibilities, authorities and accountability of all direct subordinates are defined and understood.
- Sets the cultural tone so that all of the activities of Compassion are implemented consistent with Compassion's Core Values and that God receives the glory for Compassion's results and outcomes.



KEY QUALITIES

Passion for God

Is committed to a life of prayer, the study of God's Word, and to a local church. Not just a pew warmer, nor one who keeps his/her relationship with Jesus private, but rather this is one who has shown spiritual leadership. Has a mature, exemplary faith walk and is "ever ready to tell of the hope that is within." This good balance will contribute to all the qualities below.

Without this there will be no WISDOM.

"Called" of God to this role

Has a life story with trajectory leading to this leadership role. His/her example and passion is motivational and inspirational. Ability and experience that fit must be coupled with a spiritual mandate the person feels is from God. With this the person can have faith that moves mountains.

Without this it's a human endeavor rather than GOD ORDAINED.

Passion for serving Poor and Oppressed Children for Christ

Has a track record of service on behalf of poor children.

Without this there will be no HEART FOR THE MINISTRY.

A Humble, Servant's Heart

Pride comes before a fall, but a humble servant leader will by example empower his/her team to excel. Self-confident, has the presence of a leader, yet humble. Is willing to be accountable and to accept helpful feedback even when it is critical.

Without this there will be no MINISTRY IMPACT.

A Warm Personality

Is approachable and winsome and has exceptional people skills. Exhibits emotional intelligence ("EQ"). Listens well, and communicates empathetically with individuals, whether adults or children. Has the ability to engender trust, great partnerships and builds friendships that draw others in. Quickly establishes credibility with significant leaders in government, ministry or NGOs.

Without this there will be no sense of CONNECTION.

Visionary Mindset

Discerns and pursues God's ideal future for the ministry, and is able to paint a picture of that future for others to embrace.

Without this there will be no HOPE.

Moral Courage

Pursues the right course of action in the face of criticism, difficulties or any faintheartedness of the team.

Without this there will be no PROGRESS.

Strategic Thinker

Is able to help a team think through the best way to get from here to there.

Without this there will be no constructive CHANGE.

Great Communication Skills

Feels equally comfortable speaking to the simplest of Compassion's constituency, to the leadership of Governments, the Media, the development industry and the Church world-wide. Called on for key-note addresses.

Without this there will be no INSPIRATION.

Wisdom and Good Judgment

Is one who has learned from the difficulties and challenges of life, and has demonstrated a life of relying on the One who grants wisdom and peace. Seeks counsel from wise counselors, knows what he or she doesn't know. The demands of the job and requests of people far exceed the hours needed to accomplish them. This person must be good at choosing what is needed and deferring or declining the rest.

Without this there is no FUTURE.



Proven Leader

Together with a strong executive team has led a good-sized to large business or ministry with honesty, transparency and integrity such that it has outperformed others within its industry. Has shown he or she can build a cohesive team, challenge them to grow and expand their capacity.

Without this there is no LEGACY.

Healthy Family

Has a strong marriage, a supportive spouse, and is an exceptional parent (where applicable). There is a strong yet balanced work ethic.

Without this there is no INTEGRITY.

Learning Outlook

Has intellectual horsepower. This person has or will gain expertise in international ministry and in ministry to poor children in the developing world in particular, as well as fund raising methods. Has a curiosity that propels continuous learning and engages others with that learning; strives for excellence.

Without this there will be no FRESHNESS.

Intercultural Competence

Has a proven ability to engage with people of the developing world in a way that demonstrates sensitivity, understanding, and builds good will.

Without this there will be no UNITY.

A Sense of Humor

Has the ability to make people laugh, even in the midst of difficulties. Humor mixed with a serious approach engenders a sense of confidence. The public always warms to a speaker with a genuine sense of humor.

Without this there is no FUN.



Also desired are the following:

Education: Four-year degree from a regionally accredited institution and an advanced degree is preferred.

Time to give: 10-15+ years, assuming health continues.

Travels well: This person is likely to travel 30% of the time, often in harsh or hazardous conditions, and seldom in luxury. If one's spouse complements the President's effectiveness in social and international settings, the Board may encourage the spouse to accompany the President on some trips. One's family life should fit the travel needs of the position.

WHERE MIGHT THIS PERSON COME FROM

The person could be a proven leader from an international relief and development organization, a child advocacy organization, a major non-profit ministry organization, or perhaps he or she might be a leader from the business world with a demonstrated heart for ministering to poor children in the developing world. Some candidates will be internal and some external; we are open to the Lord's leading.



RETIRING PRESIDENT WESS STAFFORD'S FUTURE ROLE

Dr. Stafford is willing to serve at the pleasure of the next president. Given Wess's connections and great strengths, both he and the Board hope the President will feel comfortable continuing to use Wess in speaking, fundraising and writing roles as the new President and Wess see fit.

COLORADO SPRINGS, COLORADO

Colorado Springs with a population of 420,000 was selected as the number one Best Big City in "Best Places to Live" by [Money](#) magazine in 2006, and placed number one in [Outside's](#) 2009 list of America's Best Cities. Colorado Springs typically receives less than 20 inches of moisture per year and has relatively mild winter temperatures. Located at 6,000 feet elevation, Colorado Springs has over 300 sunny days per year. This is such an attractive place to live and work that there are perhaps more Christian ministries headquartered in Colorado Springs than in any other city in America.

THE SEARCH AND SELECTION PROCESS

The Search Committee, made up of seven people drawn from the Board of Directors, headquarters staff, field leadership and international partners (presidents of Compassion units in fundraising countries), will select the person who will be recommended to the Board of Directors for selection. The Search Committee is assisted by Bruce Dingman and Warren Schuh of The Dingman Company (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 people who might be potential candidates or who might suggest potential candidates. From the people being contacted with this Opportunity Profile, names will be considered. The Dingman Company will consider each name suggested or applicant and will interview the strongest candidates through personal interviews and then thoroughly check their references. All candidates, including any internal candidates, will go through this process.

In collaboration with the Search Committee, the list of candidates will be reduced to an initial finalist panel of three to five people who will then be interviewed comprehensively by the Search Committee in the fall. Following this, one candidate will likely be recommended forward to the Board. 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 discussion. Believing this is the person God has brought forth as Compassion's next leader, the Board will then offer an opportunity for the leadership team and the leaders of the international partners to get acquainted with the candidate via teleconference and afterwards those individuals can give input to the Board Chair. If that goes well, the Board will likely extend an offer of employment. The new President will be on board sometime during 2013, and spend considerable time overlapping with Dr. Stafford getting to know Compassion's organization, programs, and connecting with key people worldwide. Sometime in 2014 the new President will take over the president's role. Timing has a fair amount of flexibility.

OPPORTUNITY

For the right person, who is being led to this position by the Lord, this is an opportunity to make a significant impact for Christ at an international level.

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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, Compassion International will discriminate on the basis of theological faith, as will The Dingman Company as Compassion International'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.

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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.

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For those wishing to be considered, to suggest a name or for more information contact:

Bruce Dingman



650 Hampshire Road • Suite 116 • Westlake Village • California • 91361

E-mail: bruce@dingman.com Cell: 818-378-7755

www.dingman.com

STATEMENT OF FAITH

We Believe

...in the Holy Scriptures as originally given by God, divinely inspired, infallible, entirely trustworthy, and the supreme authority in all matters of faith and conduct...

One God, eternally existent in three persons, Father, Son, and Holy Spirit...

Our **Lord Jesus Christ**, God manifest in the flesh, His virgin birth, His sinless human life, His divine miracles, His vicarious and atoning death, His bodily resurrection, His ascension, His mediatorial work, and His Personal return in power and glory...

The **Salvation** of lost and sinful man through the shed blood of the Lord Jesus Christ by faith apart from works, and regeneration by the Holy Spirit...

The **Holy Spirit**, by whose indwelling the believer is enabled to live a holy life, to witness and work for the Lord Jesus Christ...

The **Unity** of the Spirit of all true believers, the Church, the Body of Christ...

The **Resurrection** of both the saved and the lost; they that are saved unto the resurrection of life, they that are lost unto the resurrection of damnation.

