

OPPORTUNITY PROFILE
for the position of
EXECUTIVE VICE PRESIDENT



OpenDoors
Serving persecuted **Christians** worldwide

OPEN DOORS

www.ODusa.org

Santa Ana, California

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OVERVIEW

Open Doors U.S. (OD-USA) is the United States affiliate of Open Doors International (ODI), an evangelical Christian ministry that brings Bibles, materials, training, support, and encouragement to persecuted Christians worldwide.

OD-USA's mission is to raise awareness of the Persecuted Church in the USA, and financial and prayer support for ODI, the parent organization. The brand awareness and market potential for increased fund raising has far more potential than is presently being realized.

Dr. Carl Moeller became President in 2003 and the organization is now a well run, stable organization with an effective Board and a professional team.

The Executive Vice President (EVP) will report to Dr. Carl Moeller, the President, and be a peer with the Chief Financial Officer, Junine Schoen; together the three will make up the Executive Leadership Team (ELT). This is a new, larger position than the prior VP-Operations role. The Senior Leadership Team (SLT) is the ELT plus the Vice Presidents.

THE ORGANIZATION

An estimated 200 million Christians worldwide suffer persecution for being a follower of Jesus Christ, with another 200 to 400 million facing discrimination for simply claiming faith in Christ. Open Doors seeks to serve and strengthen the Persecuted Church in the world's most difficult areas through training, literature distribution, community development, and personal encouragement.

Open Doors began in 1955, when a young Dutchman named Andrew (well known worldwide simply as "Brother Andrew") traveled to Warsaw, Poland, with Christian literature hidden in his suitcase. During this trip, he found believers facing extreme persecution, oppression, and isolation because they followed Jesus Christ. He also realized that they lacked Bibles and other materials to help them grow in their faith.

Andrew became convicted through these words from Revelation 3:2 – *“Wake up! Strengthen what remains and is about to die.”* His unsettling experience and newly found conviction birthed the ministry of Open Doors (ODI), which now has 23 international offices serving more than 60 countries, and has a worldwide budget of \$75 million. The ministry delivers Bibles and assists with pastoral training, literacy training, and more – all with the purpose of strengthening the Persecuted Church so it remains God's light in the world.

Now in his eighties, Brother Andrew, who lives in the Netherlands, although not officially involved in organizational leadership, is still occasionally involved in field ministry. He is dearly loved and appreciated by all who meet him.

ODI Characteristics

- While being thoroughly evangelical, it functions in an ecumenical fashion with other Christian organizations.
- Its ministry is primarily done through national Christians.
- It is both strategic and tactical, striving to have a positive effect long term (i.e., training of pastors), yet at times providing urgently needed short-term support.
- It is thrifty in nature, and collaborative in style.
- Its people typically show humility, a servant's heart and a lack of big egos.

OD-USA, which has an annual budget of around \$15 million, exists to educate and inform the U.S. about the needs of persecuted Christians in other countries and to raise funds which are then used by ODI in a variety of manners including:

- Bible distribution (and yes, smuggling still occurs).
- Training of pastors and Christian workers.
- Literacy training-many still cannot read.
- Book and Bible translation and/or publishing.
- Economic assistance (i.e., buying a hand-operated brick making machine so an unemployed Christian has livelihood for his family, replacing the flock of chickens a poor church used for income when the tsunami drowned the birds, etc.).
- Helping to pay the salaries of national seminary professors.
- Providing food for families when their husbands/fathers were falsely imprisoned due to their faith.
- Paying the salary of a U.S. seminary-trained national pastor who mentors local pastors in theology, marriage counseling, and leadership.
- Building advocacy networks in the US and internationally to speak out for persecuted believers.

ORGANIZATIONAL STRUCTURE

OD-USA is in essence a franchise of ODI, and as such operates on an affiliation agreement. ODI has a geographically split headquarters, with some functions in the Netherlands, some in the UK, and some in Santa Ana (in OD-USA's building). Some ODI Vice Presidents operate from remote locations (VP-Communications is based in Denver and VP-Development is based in England). Both the ODI President and CFO operate from ODI's offices in the OD-USA building in Santa Ana.

OD-USA has a staff of 40 people, which includes 27 under the EVP and ten under the CFO. Reporting to the EVP are the Vice Presidents of Ministry Advancement (seven people), Programs and Services (eight people), Communications (six people), and Strategic Relationships (five people), plus the Director of IT (two people). More details on each department are available.

THE PRESIDENT – DR. CARL MOELLER

After earning his degree from Penn State, Carl joined Campus Crusade for Christ for the next six years including working in Germany the last two years. Carl went on to serve twice on pastoral staffs, and three times on development staffs (University of Illinois, Westminster College and Trinity International Divinity School). Carl has an earned PhD. in educational leadership and is ordained with the Evangelical Free Church in America.

In 2003, Carl left the pastoral staff of Saddleback Community Church to become OD-USA's President. Carl and his wife Kim have four children and are members of Saddleback Community Church.

During Carl's tenure at OD-USA fund raising has grown from \$10 million in 2003 to \$25 million in 2009 (of which over \$10 million are gifts-in-kind). During the past six years, cash grants from OD-USA to ODI have doubled plus the number of major donors has doubled and their annual giving has gone up 2 ½ times.

THE OD-USA BOARD

The Board has an effective, appropriately-involved group of eight members including a hospital president, an attorney, a South African who is EVP-Administration of a major Christian university, a woman who is associate provost at another Christian university, the VP-Communications of ODI, a spiritual mentor (an amazing guy, and an amazing ministry), the President of ODI, and a defense industry executive.

Bruce Dingman, the executive search consultant who did the search that brought Carl Moeller to OD-USA, served on the Board from 2003 until now being asked to undertake this search for the EVP. To best serve OD-USA and Carl Moeller in this search, Bruce resigned as a member of the Board so there would be no conflict of interest.

THE POSITION

While the President is primarily focused externally, the EVP is focused internally. Given OD-USA is primarily a fund raising organization, it requires major donors and organizations involved with fund raising or communications to have close relationships

with both the President and the staff. Thus both the President and EVP have ongoing communications with the VPs although the VPs primarily report to the EVP. The Senior Leadership Team (SLT) includes the President, EVP, CFO and the VPs.

The EVP is responsible for providing strategic and operational leadership for all of OD-USA's ministry activities; primarily focusing on internal team relationships and work flow.

The EVP will lead the integration of all ministry activities and initiatives, creating a maximization of resource usage in alignment with the strategic and tactical plans.

The President travels 40-50% of the time, of which perhaps a third of that is international travel. The EVP will possibly travel to the field once every couple years and occasionally to attend conferences but travel will probably not be more than 10-15%.

Key Strengths Needed:

- Primary Strengths in EXECUTING domain (ex: Achiever, Responsibility, Focus, Consistency)
- Secondary Strengths in RELATIONSHIP BUILDING domain (ex: Developer, Empathy, Individualization, Relater)
- Supporting Strengths in INFLUENCING and STRATEGIC THINKING (ex: Communication, Self-Assurance, Analytical, Learner)

RESPONSIBILITIES

- Develop strategies and strategic plans for the delivery of the ministry objectives of OD-USA.
- Have oversight and management of all operational dimensions of the organization; this includes staff work flow and ministry integration.
- Bring fresh ideas and lead the Senior Leadership Team (SLT) through innovative possibilities for Open Doors' strategic decisions, working closely with the CFO to ensure financial feasibility and adherence to the appropriate accounting and business practices.

- Provide leadership in marketing and branding efforts to shape the message and strategic initiatives-prior experience in this area is very helpful.
- Help develop and implement an integrated strategic communication plan to advance OD-USA's identity awareness (brand); identify and broaden awareness of its programs and priorities; and increase the visibility of its programs across the US.
- Work with SLT for the identification of new ministry development opportunities.
- Work collaboratively with the SLT to integrate cross program activities and functions; develop/maintain effective inter-departmental working relationships (cross matrix) within OD-USA and with ODI.
- Work with CFO to recommend timeline and resources needed to achieve the program goals.
- Support the President and other senior leaders in all aspects of fund raising through strategic and operation planning guidance and work with the CFO to ensure that required infrastructure, support services and budget are in place.
- Develop innovative initiatives to enhance internal efficiency and effectiveness.
- Develop metrics and evaluations to ensure programs effectiveness.
- Consult with ODI senior leadership to develop overarching policies, strategies and priorities for all ministry activities.
- Deliver on time and budget all plans and campaigns as necessary to fulfil the strategic objectives of OD-USA.
- Attract, develop, coach and retain high-performance team members; empowering them to elevate their level of responsibility, span of control and performance.
- Together with President, CFO and SLT leaders, deliver an enabling, transformational leadership approach to the ministry, identifying and developing current and future leaders within the organization.
- Develop inter-team communication and cohesiveness, sustaining culture and supporting staff.

- Operate within the Charter and Affiliation Agreement of ODI.
- Demonstrate alignment with the vision and core values of ODI.
- Collaborate across other ODI bases.
- Build relationships where appropriate with senior people in politics, media and other ministries and non governmental organizations.
- Contribute to the prayer-based foundation of OD

CHARACTERISTICS, SKILLS AND ABILITIES

- Clear and demonstrable Christian commitment and acceptance of OD Statement of Faith.
- Vision and passion for communicating the message of the persecuted church; compassionate and sympathetic to OD's commitment to the suffering church.
- Creative, as well as uses the creativity of others.
- A contagious enthusiasm that motivates others.
- Ability to influence and communicate to a wide range of people.
- A gentle, "win-win" negotiation style combined with good conflict resolution skills.
- Proactive, outward looking and responsive to new opportunities.
- Team builder and team player who inspires and motivates others.
- Ability to develop the skills and capabilities of others, including future leaders.
- Ability to delegate and hold people accountable.
- While working long hours (more than 40 per week), balance with the needs of family, spiritual and personal.
- Strong interpersonal skills and ability to deal with a wide cross section of people.

- Effective communication, public speaking and presentation skills in all environments, at all levels.

QUALIFICATIONS

OD-USA believes that all doors are open and that God enables His body “to go into all the world and preach the Gospel.” Because of the unique nature of the ministry, employees must be committed representatives of the Christian perspective. All employees are involved in regular times of prayer for the needs of the Suffering Church, and also actively participate in company-wide devotional meetings.

In order to effectively lead OD-USA, the EVP must have a personal relationship with Jesus Christ that is genuine in practice as well as in personal testimony. The EVP is not required to be a member of a particular denomination, but should be an evangelical Christian with a vibrant and growing faith in Christ. Candidates should also read and agree with the Open Doors’ Statement of Faith (*See Addendum*).

A four-year degree from a regionally accredited college or university is required.

Experience desired:

- In a senior management role, preferably in a ministry.
- In marketing, brand management and fund raising.
- Proven management and development staff and project teams.
- A record of leadership characterized by effectively enabling others to contribute to the utmost of their abilities.
- Known as an encourager and collaborator, someone who engenders trust and open, two-way communication.

THE “CALL”

Above all, qualified candidates must feel God’s calling on their life for such a position of ministry. This person must have a passion for reaching the lost with the Gospel and be drawn to the mission of encouraging and equipping persecuted believers. This will be a person whose Christian faith and walk is manifested in dedicated service to and growth in the Lord, whether as a layman or in full-time ministry.

OPPORTUNITY

For the right person, this is a superb ministry opportunity to support the spread of the Gospel and strengthen beleaguered followers of Jesus Christ living on every continent of the world. Open Doors' mission strikes a responsive chord with evangelical Christians worldwide. The organization has a history of success in achieving its mission, an effective board of directors and staff is in place, the reputation of the organization is excellent, and the potential to impact and grow the organization is significant.

Southern California and Orange County provide a quality of life that is rivaled by few other areas in the United States. The pleasant climate and proximity to the ocean, mountains, and desert make this locale of particular interest to those who enjoy an outdoor lifestyle. Additionally, the region offers all the cultural, sporting, and activities one would expect to find in a major US metropolitan area.

An appropriate salary for a ministry of this size will be offered, and reasonably good benefits. If coming from the business world the person may likely take a significant reduction in salary. If the person is ordained, the Board will likely approve a housing allowance which can have a significant positive effect on the compensation.



Our client is an equal opportunity employer and does not discriminate in its general practices or procedures on the basis of race, age, color, national origin, veteran status, medical condition, or physical or mental disability. However, by the nature of this organization and its purposes, it does limit its hiring to people whose beliefs, theology and lifestyle are consistent with Open Doors' Statement of Faith (see addendum).

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.



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 world nationwide since 1979. While much 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:

Bruce Dingman
President

THE DINGMAN COMPANY, INC.
CONSULTANTS TO MANAGEMENT FOR EXECUTIVE SELECTION

650 Hampshire Road, Suite #116, Westlake Village, California, 91361
Phone: 805-778-1777 ext. 16 Fax: 805-778-9288
Email: Bruce@dingman.com
www.dingman.com

Open Doors Statement of Faith

We believe in God the Father Almighty, Maker of heaven and earth, and in Jesus Christ His only Son, our Lord, Who was conceived by the Holy Spirit, born of the virgin Mary, suffered under Pontius Pilate, was crucified, died and was buried. He descended into hell. The third day He rose from the dead. He ascended into heaven, and sits at the right hand of God the Father Almighty, from where He will come to judge the living and the dead.

We believe in the Holy Spirit, the holy Christian Church, the communion of saints, the forgiveness of sins, the resurrection of the body, and the life everlasting.

Open Doors Vision Statement

We believe that all doors are open and that God enables His Body to go into the world and preach the Gospel. We, therefore, define our ministry as “Serving Persecuted Christians Worldwide.”

Strengthen the Body of Christ living under restriction or persecution by providing and delivering Bibles, materials, training, and other helps, and encouraging it to become involved in world evangelism.

Train and encourage the Body of Christ in threatened or unstable areas, to prepare believers to face persecution and suffering and to equip them to maintain a witness to the Gospel of Christ.

Motivate, mobilize, and educate the church in the free world to identify with and become more involved in assisting the Suffering Church, believing that “when one member suffers, all members suffer with it” (1 Corinthians 12:26).