



MEDICAL MINISTRY INTERNATIONAL
Executive Director (CEO)



THE DINGMAN COMPANY, INC.
Consultants for Executive Search

OVERVIEW

After more than 40 years as Executive Director of Medical Ministry International (MMI), Willie Hunter Jr., is now approaching 70 and the Board has sensed the Lord's leading that it is time to transition to the next person God has prepared for this role. MMI is a 44-year-old ministry that offers thousands the opportunity to serve Jesus Christ by providing spiritual and physical healthcare to hundreds of thousands of the world's poor. MMI is seeking a new leader who is passionate about seeing those needs met by growing MMI to even greater effectiveness and impact.

THE ORGANIZATION

Since 1968, Medical Ministry International has worked diligently to meet the need for medical care among the world's poor with lasting solutions through excellence in medicine, patient care, and integrated health education.

MMI fulfills these ministry efforts by mobilizing volunteers into nearly forty countries on medical mission projects and, over time, establishing effective permanent medical centers in many of those areas. Each year, more than 1,500 people – doctors, dentists, nurses, surgeons, other health care professionals, and people with no medical training at all – donate their time to serve on MMI projects. Volunteers come from a variety of Christian traditions and numerous local churches. The diversities represented are blended and unified to provide a significant healing ministry that is Good News to the poor.

MMI teams seek to minister in the name of Jesus and serve the least and the last on the economic scale. Integrated health is the key as MMI meets not only medical, dental, and surgical health needs – but also provides counseling for patients, coaching them through disease prevention, promoting health maintenance, and caring powerfully for the spiritual needs of their souls. The care MMI offers is typically the only healthcare that is available to these patients.

In 2010, MMI served 523,998 patients. And through the work of 1,535 medical volunteers and more than 1,500 in-country volunteers on 67 projects conducted in 23 countries MMI served 71,352 patients. MMI maintains 18 permanent medical centers located in Africa, Europe, Asia, South America, Central America and the Caribbean.

In addition to direct patient care, MMI provides educational opportunities including Residency Programs to train national doctors to expand the work of reaching those in need with healing and hope. The Elias Santana Hospital in the Dominican Republic, with its award winning Ophthalmology Residency program under the direction of Dr. Juan Batlle, is a model for new programs starting in other places around the world. Faculty members (including physicians who are graduates of the resident program) volunteer one day each week at the hospital while maintaining successful private practices.

Along with their medical training, residents learn to walk with the Lord and have a special place in their hearts for those in need. The teaching focuses on three components: high academic standards, an emphasis on caring for the poor, and the spiritual aspect of caring for people. Several graduates are now running MMI '500 Centers' and establishing residencies of their own.



All aspects of MMI are supported by a dedicated staff team located in various locations around North America with offices located in Allen, Texas and Stoney Creek, Ontario, Canada. In addition there are warehouses located in Ontario and Pennsylvania. In 2010, the organization's donations and income totaled almost \$4.4 million and an additional \$38.4 million was donated in goods and services.

While the current impact of MMI is significant, the organization has a bold vision of expansion such that the ministry will annually care for 100 million of the world's needy by the year 2050. In light of this bold vision, Medical Ministry International has initiated a search for a new Executive Director (CEO) who will be responsible for giving direction and leadership to this expansion.

THE POSITION

The Executive Director (CEO) of MMI, accountable to the Board of Directors has the responsibility:

- For growing the organization in terms of ministry capacity and effectiveness as well as the ability to raise necessary funding to facilitate this growth. Achieving funding for major projects and new medical centers (typically \$1 to \$1.5 million each) is the largest part of the Executive Director's role.
- For being an example as the spiritual, professional and organizational leader.
- For participating in the development and implementation of MMI's vision and strategic direction.
- For casting the vision so that the organization stays on course and grows in order to maximize its opportunity for Christ, and creating enthusiasm that motivates staff, board members, recruits, donors, and ministry partnering organizations.
- To lead, develop, and mentor the MMI staff, enabling each member to achieve significance in ministry. While presently there is a small staff team, as revenues grow and responsibilities increase, the Executive Director will add new leadership to the team. At present the Executive Director must be hands-on but as the revenues and staff grow the Executive Director will focus on the more strategic aspects of her or his role.
- To oversee the day-to-day operations of the organization including staff recruitment, retention, supervision, training, and the quality of "customer" service.
- To provide leadership and direction for the use of emerging technology.
- To continually enhance and market the MMI image.

- For overseeing the spirituality, morale, and professionalism of the team members.
- For giving leadership within the organization regarding management style and effectiveness.
- To represent the organization well in the missions, churches, and professional arenas.
- To exemplify a personal balance in time priorities between God, family, personal life and the job.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

The person could come from any number of backgrounds; a proven fund raiser from an educational, medical or ministries non-profit, a leader who already knows medical missions, a leader who has yet to learn the organization, a leader from the business world with a heart for ministry, or someone who knows missions and shows strong leadership potential. We are open to these possibilities, although under a more common scenario, the person the Lord has prepared might already have demonstrated leadership in a similar role. Some candidates will be internal and some external; we are open to the Lord's leading as to whom those might be.

The "must have" qualifications would include the following:

A "Call": The person considering this role will make it a priority to pray about the opportunity with his or her spouse in order to discern God's call to this role and mission.

Successful Experience in Fund Raising: The person will have been directly involved in fund raising from major donors and foundations. Having supervised a development team, especially if the person developed such an effort from a start-up, would be ideal.

Character: The person must be mature, easily admitting mistakes, open, transparent, authentic, honest, fairly self-secure, and wanting to do the right thing.

Spiritual Maturity: The person must have had a consistent and deep walk with the Lord for a number of years, know the Bible well and have a strong prayer life. This leader should be passionate about people coming to faith in Jesus Christ, strive to live a blameless/not offensive life, and able to teach.

Compelling Vision Caster: As the spokesperson to the world and collaborative with partners, churches, recruits, and MMI family members, the Executive Director must be highly articulate, authentic and persuasive in speaking so as to motivate effectively. The Executive Director must be a good speaker.

Strategic: One of the most crucial traits needed in this position is the ability to recognize opportunities for significant growth for the international ministry of MMI and be able to develop clear strategic processes that enable the organization to maximize its potential.

Financial Acumen: This person, although not an accountant, knows how to plan for and track financial progress so projects and the annual budget are managed prudently. There is an excellent chief financial officer on the MMI team but the Executive Director must be equipped to provide overarching leadership in financial areas.

Mission Focused: The Executive Director will have a heart for the mission of God in the world. In particular, it would be most helpful if the person understands the reality of medical missions, including what has been done in the past, what is currently being done and what are the developing trends.



Love People: The Executive Director must genuinely care about people. This will express itself in the Executive Director's style of taking time to connect with people individually, being a good listener, and having interpersonal skills that quickly make a person feel cared for and valued. The Executive Director will not be seen as insensitive, self-centered, or too busy to be bothered by people.

Servant's Heart, Leadership, Humble: The Executive Director must maintain a balance between humility and responsibility, while giving direction and leadership to individuals, groups and movements. The Executive Director must be willing do any task yet good at prioritizing what is the most appropriate use of his or her talents.

Collaborative/Alliance Oriented: The Executive Director will focus on advancing the Kingdom of God without concern about who receives credit, willingly networking with others for the greater good, while always keeping MMI's vision in mind.

Great Interpersonal Skills: The Executive Director must have a style that is highly approachable, a good listener, genuine, transparent, and the ability to read people in order to use the most effective approach.

Proven Team Leader: The Executive Director should have demonstrated being an effective supervisor or manager of others (has done annual performance reviews), and creating and maintaining a cohesive, motivated team.

Great Communicator: Representing MMI to many different constituencies will require speaking before churches, universities and seminaries, conventions, with major donor groups and individuals, and other contexts. The Executive Director must be able to cast a compelling vision (causing contagious enthusiasm) which grabs the listeners' hearts and minds.

Consensus Oriented: The Executive Director will be an effective team player, involving oth-

ers in decision making, knowing how important it is that everyone involved supports the effort.

Decisive, Confronts, Delegates: The Executive Director will make decisions when sufficient information is available, will readily and sensitively confront people or problems when needed, and will delegate easily when people have the experience, ability and resources for the task.

Education: The Executive Director should have at least a bachelor's degree and likely an advanced degree. The desire to keep learning is expected and will demonstrate the value of continued growth in others.

A Supportive Spouse: While only the Executive Director is being hired, the spouse, if there is one, will need to embrace the vision and values of MMI and the Executive Director's responsibilities. Personality, spiritual walk, desire to support the Executive Director, and having a heart for missions are extremely important.

A Person Of Courage: Change within any organization of long standing is bound to meet with some resistance, and with the changing dynamics of our world there are significant challenges regarding the methods of how ministry and funding are done. So this individual must be a person of courage, sensitive yet persistent, willing to work to help others see the vision and the need to change.

Continual Learner, Open To New Ideas, Willing To Take Calculated Risks, And Encourages Others To Do Likewise: Maximizing opportunity and reaching as many as possible for the Lord is not about always doing what is comfortable or maintaining the status quo; the Executive Director must be progressive and willing to try new things.

Willingness to relocate: The Executive Director will need to have primary residence in the Dallas, Texas vicinity.

Travel: The current Executive Director travels 50% of the time and a similar travel schedule will be expected of the new leader. The spouse may often travel with the Executive Director if desired by the couple and helpful to the organization.

The following characteristics will likely be present:

Effective Cross-Culturally: Ideally the Executive Director has lived outside of North America and effectively related with people from other cultures. Having learned a foreign language would be beneficial. It would be great if the Executive Director has been a student of cultural issues, having traveled internationally and demonstrated a sensitive, gracious, understanding and caring style that builds effective relationships with individuals of other cultures and languages. The Executive Director and spouse will need to function well in all sorts of settings, ranging from conferences to dinners of unfamiliar food in humble homes.

Volunteers/Self-Supporting Missionaries: The Executive Director will hopefully have an un-

derstanding of and experience in working with volunteers and self-supporting missionaries, in order to empathize with raising and maintaining one's own support. (MMI has some staff that raise their own support.)

THE SEARCH AND SELECTION PROCESS

The Search Committee, made up of five Board members, 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 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. 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 probably four people who will then be interviewed comprehensively by the Search Committee in April. Following this, one 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 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 within a few months after acceptance.

OPPORTUNITY

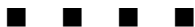
For the right person, who is being led to this position by the Lord, this is the opportunity to make a significant impact for Christ at an international level.



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



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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