



*ServeMinnesota*  
*Chief Executive Officer*

## The Organization

ServeMinnesota's primary goal is to invest its AmeriCorps resources to catalyze positive social change in Minnesota. As the state's administrator for federal AmeriCorps funds, it aligns the power of AmeriCorps with successful strategies that provide cost-effective solutions and yield measurable results. ServeMinnesota (ServeMN) applies evidence-based practices and scales what works to increase its impact.

ServeMN was launched as a state commission in 1994 following the approval of the National and Community Service Trust Act of 1993, which expanded opportunities for Americans to serve their communities through the creation of AmeriCorps and the Corporation for National and Community Service.

ServeMN gained legislative approval to become a 501(c)(3) nonprofit organization in 2002 with these ideas in mind:

**Vision:** Demonstrating the power of national service to solve complex social problems.

**Mission:** ServeMN is a catalyst for positive social impact, working with AmeriCorps and community partners to address critical needs in Minnesota, and share their proven practices nationally. ServeMN achieves measurable results through:

- **Innovation** :: Researching and applying the best data-driven methods to create powerful local solutions.
- **Investment** :: Raising and allocating funds for AmeriCorps program development, and people serving in those programs, to maximize return.
- **Alignment** :: Aligning with local community and government priorities and setting consistent program standards to ensure measurable results.

As a catalyst for positive social change, ServeMN is uniquely positioned at the nexus of research and service. Each year, ServeMN recruits and supports AmeriCorps members to improve the lives of Minnesotans by offering transformative service opportunities. ServeMN has grown to be one of the largest and highest performing State Service Commissions in the country in terms of competitive grantmaking, competitive funding and membership, and is a recognized innovator and catalyst nationally. In 2021, 2,500 AmeriCorps members served in 200 communities at 1,000 sites, directly serving over 50,000 people across Minnesota. Operating with a staff of 35 and an annual budget of \$76MM, ServeMN ranks 2<sup>nd</sup> in the nation (next to California) for Federal AmeriCorps formulaic and competitive grant funding (approx. \$52MM annually). Other revenue sources include corporate and foundation philanthropy and individual giving.



ServeMN is engaged in the following program areas through its unique program delivery partner, Ampact<sup>1</sup>, as well as through other external partners:

**Education:** \*Minnesota Reading Corps, \*Minnesota Math Corps, Minnesota Alliance with Youth Promise Fellows, College Possible, True North AmeriCorps, City of Lakes AmeriCorps, AmeriCorps LEAP Initiative, Breakthrough Twin Cities, Early Learning Corps

**Environment:** \*Climate Impact Corps, Conversation Corps Minnesota, Minnesota Green Corps

**Community Building:** \*Public Health Corps, \*Minnesota Recovery Corps, \*Heading Home Corps, Twin Cities Habitat for Humanity, Community Technology Empowerment Project, \*Resettlement Corps, LEAD for Minnesota

*\*ServeMN created programs*

Today, ServeMN is preparing for a leadership transition with its long-time CEO, Audrey Suker, retiring in March 2023. Ms. Suker has been described as a “fierce advocate for finding innovative solutions that address unsolved problems,” and the visionary and spark behind the growth and success of ServeMN. Her succession represents a critical moment in ServeMN’s history and future success. At once, it is a major change for the organization, and an exciting opportunity for new leadership.

See <https://www.serveminnesota.org/> and <https://www.ampact.us/> to learn more.

## Position Summary

Reporting to the Board of Directors, the Chief Executive Officer (CEO) for ServeMN has overall responsibility for providing leadership of the strategy and vision as well as executive management for this complex nonprofit organization. The CEO will take the lead in representing ServeMN as its senior spokesperson and operate as the visionary for continued and new ways to use national service to address Minnesota’s complex social issues.

Reports to:	ServeMN’s Board of Directors
Direct Reports:	Chief Advancement Officer (+4)
	VP of Research & Development (+5)
	VP of Impact & Innovation (+3)
	VP of Operations ( <i>includes Programs &amp; HR</i> ) (+5)
	VP of External Relations (+3)
	VP of Equity & Inclusion (+1)
	VP of Insight & Change (+1)
	VP of Finance (+2)
	Total Staff of 35

<sup>1</sup>Ampact was created by ServeMinnesota in 2010 to serve as a statewide intermediary nonprofit that could implement and scale ServeMinnesota’s strategic initiatives in Minnesota and assist ServeMinnesota in sharing its proven practices with other states. In this role, Ampact administers a budget of \$74MM with 250 employees across 8 states.



- Other key relationships: AmeriCorps State & National  
Americas Service Commissions Network (ASC)  
Ampact  
External Program Partners  
Minnesota Department of Education  
Minnesota Legislature, Governor's Office & Lobbyists  
Various Stakeholder Advisory Groups
- Position Location: Minneapolis, MN  
Current hybrid work environment provides flexibility for staff to work in the office 50% of the time.  
Occasional planned travel may be required.
- Compensation: The midpoint of the salary range for this position is \$174,250 annually, with a ceiling of \$197,276. Due to ServeMN's prior standing as state commission, CEO compensation is subject to the governor's salary cap (133% of governor's salary + cost of living adjustments).

## Key Responsibilities

### Strategy and Vision

- Develops and engages all stakeholders in a vision for ServeMN that fulfills the mission and addresses evolving funding environment and program areas.
- Recommends to the Board and consistently manages to ServeMN's strategic plan and performance measures.

### External Relations, Fundraising and AmeriCorps Recruitment

- Authentically serves as a passionate advocate, compelling spokesperson, and community and state-wide leader for the purpose of sharing the mission and increasing financial resources.
- Develops and nurtures meaningful relationships with the Governor, State Legislators and government agencies, secures maximum state funding and builds long-term support with all stakeholders.
- Develops and nurtures meaningful relationships with major individual and corporate prospects and donors.
- Partners with Staff and Board to ensure that ServeMN executes on opportunities for broadening and diversifying ServeMN's fundraising reach.
- Ensures ServeMN administers AmeriCorps programs as well as continuously identifying innovative ways to nurture relationships with potential AmeriCorps members and the use of data systems to aide in continuous improvement efforts.

### Fiscal Management

- Develops and executes a viable budget and financial plan for ServeMN. Meets budget goals and makes adjustments as necessary.
- Ensures the soundness of the organization's financial structure, risk profile and practices.

### Organization and People Leadership

- In partnership with the Management Team, establishes goals and performance criteria for organization and departments. Supports the ongoing effectiveness of staff and teams through performance management and development.
- Provides management, guidance and support to the Management Team and personally hires and supervises Management positions.
- Serves as a champion for ServeMN's culture, values and DEI activities and goals, positioning ServeMN as an organization that attracts, retains and motivates a team of diverse and highly dedicated staff.
- Provides support and oversight to ensure Ampact's success and performance.

### Board Relations and Governance

- Serves as the primary liaison to the Board, keeping them informed of activities, financial status, issues and challenges.
- Partners effectively with the Board on cultivation and orientation of Board members, maintaining Board best practices, and keeping the Board informed on the operations of the organization and external factors.
- Ensures ServeMN's compliance with regulations and laws governing business operations, as well as ServeMN's governing policies.

## **Ideal Candidate Profile**

The ideal candidate will be a mission-aligned, strategic and experienced organizational leader. Critical success factors include the ability to build strong relationships with an expansive set of external partners, government bodies and individuals, and authentically demonstrate a leadership style that inspires and engages internal and external stakeholders.

### **Leadership Competencies Expected**

**Visionary and Strategic Leadership** Understands the sector and develops a clear, focused and inspiring vision for the future. Identifies trends and inspires the organization to develop relevant research and data-based breakthrough programs. Prioritizes strategically, leading the organization to pursue and capitalize on the best opportunities. Models excellence and galvanizes others to embrace the vision and strategy and helps them see their role in the organization's success.

**Champions Innovation** Constructively challenges the prevailing wisdom or accepted ways of doing things. Possesses strong intellectual curiosity and pushes the organization to identify new approaches and uncover unconventional ideas that drive value using data and insights. Actively breaks down cultural and operational barriers to change while communicating and reinforcing the objective in ways that help people understand and embrace it.

**Relationship Orientation & Emotional Intelligence** Possesses a high level of self-awareness, empathy and social awareness. Effectively manages personal emotions and behaviors to foster productive relationships and influence others.

**Fosters Collaboration** Creates an environment that supports collaboration by facilitating communication and coordination across all parts of the organization. Builds an intentional and cohesive culture that aligns functional agendas and unites the team.

**Cultural Competence** Demonstrates a personal commitment to anti-racism. Personally models and promotes the organization's commitment to developing a diverse workforce and providing an inclusive environment where all employees are respected and valued. Ensures that the organization's leadership, policies, programs and culture align to help the organization reach its full potential by mitigating bias, attracting diverse talent and embracing the unique experiences and identities of all people.

**Builds Talent** Develops and maintains high-performing teams and coaches other leaders to develop their own leadership capabilities. Ensures all leaders and team members challenge and support each other while respecting others' unique roles and contributions.

### Skills, Experiences and Qualifications

1. Compelled by the **mission** and purpose of the organization; demonstrates authentic interest and commitment to the power of national service to solve complex social problems and a strong understanding of the nature of addressing Minnesota's complex social issues; proven ability to see beyond traditional constraints to solutions in a regulated environment. Knows and loves Minnesota.
2. **Executive leadership** experience of a relevant complex organization reporting to and interaction with a dedicated **board of directors**. This would usually require 5+ years of executive leadership of a \$25MM+ budget and 10+ years of people leadership experience. Multi-sector experience preferred.
3. Demonstrated success and enthusiasm for building **external awareness**; exceptional ability to develop and evangelize compelling value propositions.
4. Demonstrated experience **collaborating** to build strategic and operational plans using short- and long-term goals and annual objectives.
5. **Financially astute**; demonstrated ability to manage compliance and risk.
6. **Culturally fluent**, able to work well with people from a wide range of cultural backgrounds and dedicated to racial equity.



7. Awareness around interacting with **government** funding agencies and mechanisms; politically aware and astute.
8. Strong **relationship building** skills internally and externally including board of directors and external partners, as well as donor engagement including fundraising.
9. Demonstrated history of valuing **data- and evidence-based** decision making.
10. Demonstrated experience **leading, managing and developing a team** of competent professionals to succeed individually and as a team.
11. Evidence of regular pursuit of **learning and development** to stay on top of new approaches, trends and opportunities.
12. Relevant lived experience and/or with **national service** preferred.

## To Apply

ServeMN has engaged Doran Leadership Partners to lead this search. Please send your resume to Ali Biro or Heidi Westlind. Cover letters are welcome but not required. Review of candidates will begin right away. If your interest in this role is high, we recommend an early application for immediate attention.



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