



## CEO/President Position Profile

### Organization Overview

Serving San Antonio since 1945, Goodwill San Antonio is a Section 501(c)(3) non-profit social enterprise that helps change lives through the power of work. Purchases at and donations to Goodwill help fund education, training, and career services to empower people with disabilities and life barriers to find meaningful employment. The organization operates in three significant areas.

- Goodwill San Antonio (GWSA) manages contracts for the US government and local municipalities for outsourced business services ranging from document management and contact center solutions to grounds maintenance and tree care activities. Approximately 75% of this workforce has disabilities or other impediments to employment. GWSA's business services have grown ten-fold in the past 20 years, making it one of the nation's top three Goodwill entities operating in the business services arena.
- GWSA operates retail stores and donation stations in San Antonio, Cibolo, Kerrville, Laredo, New Braunfels, Seguin, and the surrounding areas through its donated goods/retail operations.
- GWSA's workforce development program provides certified vocational training through the Good Careers Academy and offers free employment services through its Good Career Centers.

In 2020, the organization announced plans to move its transportation, logistics, and warehousing operations center to a more than 125,000 square foot facility (formerly a Walmart store) in Windcrest. GWSA serves a 24-county territory, has about 1,500 employees, and had revenues of \$90 million in 2019. For more information, visit [www.goodwillsa.org](http://www.goodwillsa.org)

### Position Summary

Goodwill San Antonio seeks a dynamic and proven CEO who can lead the organization's continued growth by striking a balance between business savvy and focus on the mission: *Helping change lives through the power of work*. GWSA's complex organization requires a leader who understands that all three operational areas are in service to the mission, and who knows how to pull the appropriate levers to both respond to external challenges and grow GWSA strategically.

The CEO, who replaces a retiring executive with four years of tenure, will be someone who can effectively put in place strategy based on vision to drive and manage growth in a highly complex organization, and enhance the long-term financial health of GWSA through community, civic, and business relationships. The CEO will also need vision to effectively respond to the challenges and opportunities resulting from the Covid pandemic, and to recognize opportunities for growth beyond GWSA's current scope of operations. The CEO will answer to GWSA's 18-person board of directors, and will be an active collaborator with the board, helping the board use vision to drive strategy and continuing success for Goodwill.

The culture of GWSA is one of empowerment and of servant leadership. GWSA's three operational areas (business services, donated goods/retail, workforce development) are led by accountable executives, each of whom works closely with the CEO and the rest of the executive team for the overall betterment of the organization. The CEO should have absolute clarity of mission to maintain and grow the organization's employees-first philosophy, strategically guiding GWSA to focus on fewer, but clearer, goals in order to be a transformational non-profit, not just a transactional one.

The CEO will bring strategic expertise to work with the board of directors and the executive team on an implementable plan for successful growth.

### **Key Areas of Responsibility**

- Maintaining and growing GWSA's existing donated goods/retail program, business service program, and workforce development programs.
- Developing new programs to improve service to people with disabilities and disadvantages. Exploring avenues for collaborations and partnerships with business, government, and community entities to support the new programs.
- Leading GWSA's efforts to garner support beyond existing revenue sources through marketing, development, sponsorships, and partnerships.
- Working with the appropriate community, regional, and state bodies concerned with people with disabilities and disadvantages.
- Serving as the public face of the organization with the media, civic groups, governmental agencies, and others.
- Reviewing and analyzing the organization's operations and general management to put in place measures to improve effectiveness.
- Providing an open line of communication with team members to promote a shared dedication to mission and strategy and to keep staff informed of organizational changes and issues.
- Setting an example for team members. Developing and maintaining conditions and procedures within the organization to promote high standards of ethics and integrity in staff.

- Providing staff with opportunities to receive professional training through such means as seminars and in-service training.
- Using a 360-degree appraisal process to receive feedback from the board, direct reports, and business partners.
- Holding responsibility for excellent communications with the board and executive committee, and for providing thorough and accurate financial reporting.

### **Qualifications & Requirements**

- Bachelor's degree in business, public policy, social services, contracts, operations, or related field required. MBA or other advanced degree strongly preferred.
- At least 15 years of proven, effective, executive-level experience in leading and developing executive teams in a diverse organization with at least \$50m in revenue.
- Proven ability to manage significant budgets with accountability.
- Experience leading an organization with a large team in multiple geographic locations, as well as virtual/remote workers.
- Experience in non-profit/human services and for-profit companies (particularly companies focused on service businesses) is desired. Understanding of contracted business services helpful.
- Track record of working with multiple partners in multiple industries.
- Excellent written and verbal communication skills, with ability to effectively collaborate with multiple constituencies to achieve mission goals and to work at the board level.
- Technological proficiency in standard office software (spreadsheets, word processors), social media, communication tools, and video conferencing tools. Able to discuss technical issues at a practical level with support staff and vendors.

### **Desired Personal Traits**

- Passion for GWSA's mission, with an entrepreneurial, motivated mindset.
- Integrity and honesty above reproach.
- A strong, dynamic leader who is charismatic and has a superior intellect.
- Excellent leadership qualities. Leading by personal involvement and example, but using delegation wisely. Strong work ethic, and a passion for serving in a collaborative environment.
- Emotional intelligence – level-headed, flexible, and dependable. Able to recognize different personality styles to communicate effectively with all.
- Bridge-building personality. Working effectively with groups that have different agendas or desired outcomes.
- Executive presence, polish, and self-confidence in the public sphere without self-importance; astuteness in political and public arenas.
- A collaborator and team builder with a track record of successfully working with diverse constituencies, building consensus effectively, and being deliberate and decisive.
- High moral standards appropriate for leading an organization dedicated to the public good.

**Compensation**

Competitive compensation package and excellent benefits.

**Contact Information:**

Jan Lehman  
Lehman Associates LLC  
[apply@lehmanassociates.com](mailto:apply@lehmanassociates.com)  
Office (512) 478-1131  
Fax (512) 479-1985

***All inquiries will be treated confidentially.***

**Please do not contact Goodwill San Antonio board members directly.**