



Position Specification

Seminole Boosters, Inc.

Chief Executive Officer

Private and Confidential

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Seminole Boosters, Inc.

Our Client

As the fundraising arm of Florida State University Athletics, Seminole Boosters is responsible for engaging fans, alumni and loyal supporters of FSU in order to generate financial contributions for the purpose of enriching the overall educational and athletic experience for over 500 student-athletes participating in 20 sports programs providing financial security for long-term growth and prosperity.

Seminole Boosters is comprised of loyal and generous donors dedicated to enhancing the student-athlete experience in support of the University's mission to instill the strength, skill and character essential for lifelong learning, personal responsibility and sustained achievement. By becoming a contributor, or by maintaining a contribution in support of FSU Athletics, donors help support one of the most visible and successful programs in the nation. Contributions made to Seminole Boosters provide the financial framework that makes winning possible through scholarships, academic and medical services, facilities, and championship caliber coaches.

Every year, Seminole Boosters fund \$34 million in program support on behalf of the athletics department.

- Seminole Boosters provides more than nearly \$11 million annually in scholarship costs on behalf of 399 Florida State student-athletes. While these scholarships are of no cost to the student-athletes, they are not free. The university does not provide tuition discounts or waivers.
- Boosters pays \$11 million on behalf of the athletics department for several athletics facilities including Doak Campbell Stadium, Dick Howser Stadium, the Football Indoor Practice Facility, Soccer/Softball Complex, Track and Field, Seminole Golf Course and the Morcom Aquatics Center.
- Seminole Boosters also funds \$11.5 million towards funding winning edge programs such as academic services, athletic training, player development, student services and more.

The Florida State University Athletics program is primarily funded by Atlantic Coast Conference distributions, sponsorship agreements (via Seminole IMG Sports), ticket revenue and generous contributions from over 15,000 Seminole Booster members. Thanks to the generosity of donors, fans, and corporate partners, FSU is a top fundraising organization of the Atlantic Coast Conference and competes for conference and national championships in every sport. In fiscal year 2017-2018, Seminole Boosters supplemented the athletics operating budget by transferring \$23 million to help cover the cost of scholarships, maintain and upgrade some of the best collegiate facilities in the nation and provide our student-athletes with academic and medical services that give them the winning edge in the classroom and in competition.

For more information on the Seminole Boosters, please visit: <https://boosters.fsu.edu/>

The Role

Given the upcoming planned retirement of the current CEO, Seminole Boosters is seeking an experienced leader of unquestioned integrity, intellectual breadth, convening power, and notable achievement in the non-profit, academic, government, and/or business sectors to be its next Chief Executive Officer (CEO). Reporting directly to the Board of Directors and collaborating closely with the FSU Athletic Association, the CEO will set the Seminole Booster's mission and strategic direction. In addition, the CEO will direct and

oversee the day-to-day activities of the Seminole Boosters including but not limited to identifying, cultivating, and soliciting or arranging for the solicitation of annual and major gifts, and will engage with a variety of individuals including the Boosters Board of Directors, Director of Athletics, University staff, Faculty, Athletes and Donors.

The CEO will be accountable for the overall strategic, operational, and financial success of the organization. S/he will work with the Board of Directors and Executive Staff to shape and evolve the Booster's vision, mission and strategies to better connect donors to FSU Athletics. Central to the CEO's success will be his/her ability to improve the quality, effectiveness, and reach of the Seminole Boosters.

In addition, the ideal candidate will foster increased collaboration across various FSU functions, specifically the Athletics Department, to prioritize and clearly communicate shared goals and priorities. The CEO will maintain a commitment to the values and mission of the Seminole Boosters, providing a high level of programs and services, as well as respecting and valuing diversity.

Based in Tallahassee, Florida, the CEO oversees 50 full-time employees, as well as a number of volunteers.

Specific responsibilities include, but are not limited to:

- **Fundraising:** manage a portfolio of high-level donors, as well as developing a pipeline network for annual fund support and major gifts, and all current and future income and assets for the organization (real estate, CollegeTown, etc.). Staff supervision of the development officers. Work with high-level donors is done in coordination with the University and FSU Foundation.
- **External Relations and Advocacy:** developing strong relationships with both internal and external constituents.
- **Strategic Planning and Management:** shape and manage the organization's strategic plan; design and implement new initiatives and approaches to achieve it. Drive transformational efforts within the organization in close collaboration with the Board of Directors.
- **Financial and Risk Management:** ensure the continued financial viability of the Seminole Boosters through sound fiscal management; align capital expenditures successfully with enterprise risk tolerance and growth needs. Oversee with the Chief Financial Officer, financial and risk management functions for the organization, and its assets.
- **Programs & Services:** oversee all aspects of the development, planning and execution of the Seminole Boosters fan engagement activities, including events and marketing.
- **Leadership and Team Management:** promote a culture of high performance and continuous improvement that values learning and commitment to quality.

Candidate Profile

The successful candidate will have demonstrated success as a Profit & Loss (P&L) business leader and show a demonstrated ability to lead in all phases of cultivating, soliciting, and stewarding gifts from individuals, corporations, and foundations either through their primary role or through non-profit experience. They will also have a demonstrated ability to establish long-term relationships with donors and prospects. S/he will have a track record of success leading a non-profit, academic, private, or public enterprise with a diverse constituency and broad scope. As a steward of the Seminole Boosters resources, this individual

will be adept at listening, informing, and defining a strategic vision, coupled with a willingness to be accountable for the oversight of implementation.

The CEO must possess the business acumen, management and leadership skills necessary to lead the organization through a time of evolution and change. The successful candidate will have experience working closely with a board, staff, partners, and other constituents to achieve ambitious goals in a fiscally responsible manner. S/he will have outstanding communication skills, both written and verbal, and the ability to represent the Seminole Boosters effectively with a diversity of audiences.

The successful candidate will foster an environment of creativity and innovation, lead an exceptional team with deep content expertise, and provide the overarching leadership necessary to advance new initiatives. Through constructive dialogue, s/he will establish strategic partnerships with organizations, while honoring the legacy and history of the Seminole Boosters and respecting and promoting its ideals and values.

The CEO will be a seasoned professional who leads through influence rather than hierarchy and has demonstrated his/her ability to achieve real impact across a complex organization; a collaborative leader able to provide clear guidance and to act decisively when necessary; someone skilled in translating vision and strategy into reality. The successful candidate will have an entrepreneurial spirit and be a confident, strong executive who is comfortable working at both a high level as well as in the details to ensure direct reports are achieving metrics and meeting budgets.

An open mind-set and true interest in working with the FSU community is essential for this role.

An undergraduate degree is required, and an MBA or other advanced degree is preferred.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas s/he is directly responsible for, but the enterprise as a whole.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.

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- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
 - A leader who is viewed by others as having a high degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of his/her own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organization as a whole.

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