

Position Specification

**President/CEO
United Methodist Association**

The Organization

United Methodist Association of Health and Welfare Ministries (UMA) is a national association that enables health, aging, and child welfare organizations in a covenant relationship to the denomination to join together in order to renew and strengthen their faith-based missions. Member organizations are an extension of the social ministries of annual conferences, and represent local congregations, affirming their missions as instruments of Christ's healing presence in our world.

Health, aging, and child welfare ministries have always been a central aspect of Methodism. Founder John Wesley famously laid out a "Code of Conduct" that is summarized in his statement: "Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as even you can." UMA member organizations are both an extension of the Church's mission and a reminder to the Church of the importance of faith being expressed in service to others.

The history of UMA really goes back to the reunification of the denomination of 1939. The Methodist Church had split into The Methodist Episcopal Church, The Methodist Episcopal Church South, and The Methodist Protestant Church in the era around the Civil War. In 1940 the re-united denomination created the Board of Hospitals and Homes. This Board was originally staffed as an agency of the General Church. In 1968, during merger with the Evangelical United Brethren denomination, the Board of Hospitals and Homes became a division within the new United Methodist Church's Board of Global Ministries. The Health and Welfare Division languished within the Board of Global Ministries, was downgraded to a department, and was finally put at arms-length to become a separately incorporated association after the Pacific Homes case in the 1970's. The General Church was included in a significant lawsuit involving the California-based, United Methodist-related, retirement system known as Pacific Homes; and the legacy of that case has been a significant move to risk avoidance relative to institutional ministries of the church. In recent years, there has been an increasing concern by the leaders of health, aging, and child welfare organizations founded as an expression of the Wesley tradition of service ministry and by leaders of the General Church that these organizations have become so distanced from the General Church's organizational structure that the connection could cease to exist. The leadership of UMA is currently involved in discussions with the General Council on Finance and Administration of The United Methodist Church. The GCFA includes the legal section of the General Church and there is interest in reevaluating and potentially clarifying the relationship to the UMA organizations. These discussions are in formative stages and could potentially lead to General Conference legislation in 2012.

UMA is divided into the following seven membership sections:

- Chaplains
- Community Service Ministries
- Conference Related Units
- Children, Youth & Family
- Ministries to Persons with Disabilities
- Hospitals and Health Care Systems
- Older Adult Ministries

At the present time the Children, Youth & Family Section and the Older Adult Ministries Section comprise the largest number of members.

With respect to the internal structure of UMA, there is a Board of Directors composed of 14 members. The Board has five standing committees: Executive, Finance, Governance & Nominations, Audit, and Membership. The organization has three programmatic commissions – EAGLE Accreditation, Connectional Ministries, and Training & Education. Revenues for the organization currently come from the following sources: Membership Dues (48%), EAGLE Accreditation (34%), Group Purchasing (14%), and the annual UMA Convention (4%).

For more information on UMA, please visit the website at www.umassociation.org.

Organizational Restructuring

The Board of UMA has been engaged in comprehensive intermediate and long term strategic planning for the past two years. This strategic planning has led to the delineation of the following strategies for the association for the next five years:

Goal A: Identify the gaps in health and welfare ministries and proactively develop products and services which enable members to expand their outreach through a continuum of care.

Goal B: Facilitate member resiliency in leadership by enhancing meaning and relationship as part of their United Methodist tradition for themselves, their stakeholders, and clients.

Goal C: Enhance the development capacity of our members and the Association to build our donor base among churches and foundations.

Goal D: Develop alliances with Health and Welfare Ministries of other denominations as a collaborative partner in delivering service.

Goal E: Refine the nature of 21st century relationship among the denomination, conferences, and caring ministries, including:

- Mutual Support
- System of Accountability
- Definitions of the Discipline

- Volunteerism
- Core Values

In addition, working with an outside consultant, the Board anticipated a potential for significant reorganization of the Association; but, postponed any implementation of new structure pending arrival of the new executive and that individual's involvement in decisions as to any final adjustments in proposed structure, as well as plans for rollout and implementation of such changes.

The Position

Location

The offices of United Methodist Association are located in Vandalia, Ohio. Vandalia is a suburb of Dayton, and the offices are close to Dayton International Airport, near the intersection of interstate highways I-70 and I-75.

The Dayton metropolitan area has a population of over a million people, is the 4th largest metropolitan area in Ohio and the 61st largest in the nation. The statistical metropolitan area of Dayton has more than one million residents. 60% of the U.S. population is located within 500 miles of Dayton, and a large majority of the 136 member organizations of UMA are located east of the Mississippi River. The city has long been associated with aviation and aerospace, but its economy is considerably more diversified than that. While the city of Dayton itself has experienced a population decline as it continues to make the transition from heavy manufacturing to a service economy, the metropolitan area has continued to grow and thrive.

There has been discussion among the Board of Directors of UMA about whether it is necessary for the next CEO to re-locate to the Dayton area. That discussion revolves around how much physical presence the next CEO needs to have in the UMA offices. The Board of Directors is very open to discussing this with the next CEO. It should be added, that there are some advantages to the CEO living in Dayton. Among those advantages are the ease of officing with the rest of the staff and the fact that Dayton is a transportation hub. Also, it should be noted that a significant majority of the 136 member organizations of UMA are located east of the Mississippi River.

Reporting Relationships

The President/CEO reports to the Board of Directors. The Board works in close partnership with him or her in all key policy and strategic matters and expects the President/CEO to be regarded as the leader and "the face" of the organization.

In the current staff structure, the President/CEO is primarily an external person, meaning that the large majority of his or her time is spent relating to the General Church, getting to know and understand the needs of member organizations, building business partnerships, and proposing new programs to the Board. A much smaller portion of his time is spent overseeing the work of the rest of the staff, although he clearly sets the direction of the organization in collaboration with the Board and establishes staff functions.

The most important direct report of the President/CEO, in the current structure, is the Vice President/Director for Programs and Administration. She takes the lead in supervising the work of three other people: Coordinator of Member Benefits, who has primary responsibility for the newsletter and works with the Partners in Ministry; Coordinator of Member Services, who has primary responsibility for the annual UMA Convention and the summer workshop; and the Administrative Assistant, who does payables and receivables and is the primary contact person for contracted services in accounting, IT, payroll, and benefits coordination. The Vice President also is the primary staff person for the EAGLE Commission.

There has been considerable planning already by the Board for examining different staffing arrangements, depending on different financial scenarios for the organization going forward. The Board awaits the arrival of the new CEO to continue that planning.

Responsibilities

The President/CEO is an *ex-officio* member of the Board of Directors with no vote. The Board has delegated the fulfillment of the strategic plan; all administrative and programmatic responsibilities; and the relations to member organizations, Partners in Ministry, and the General Church to the CEO; and it acknowledges the President/CEO as the leader of the organization. The CEO represents UMA internally and externally to all of its stakeholders. Being the leader of the organization means setting a respectful tone in conducting those internal and external relations in order to be consistent with UMA's values. It also means preserving and increasing the assets of the organization and being a visionary for its future directions.

The Board has identified three most significant priorities for CEO involvement:

1. Build-up the membership. Membership relations and recruitment is the top priority. That means sustaining current members, re-engaging members who have ceased participation, and maintaining positive relationships with leaders of eligible member organizations. It is expected that truly understanding the needs of member organizations will be the key to successful membership retention and recruitment. Further, forging strong relationships with CEO's of the various organizations is critical to good two-way communication between UMA and its members.
2. Sustain the strength of the group purchasing program and other non-dues revenue. Non-dues revenue through group purchasing and through the Partners in Ministry (vendor relationships) program has been an important part of moving the organization from a deficit position to one with a financial reserve. Continuing and growing these programs, in addition to finding sources of other non-dues revenue, will be critical to the Association's future. That will require a continual analysis and creativity in making sure these programs are valuable to member organizations and to vendors.
3. Assure the success of the new EAGLE accreditation. As noted in the first section of this Position Specification, EAGLE accreditation is the second largest revenue

source for UMA. The accreditation program is not only important financially to UMA, but it is also a means to continually improve the quality of services offered by accredited organizations. Further, this program is a way of differentiating and distinguishing the services of these organizations, along with giving a comfort level to the General Church as it and UMA move closer together.

In addition to those priorities, there are also other responsibilities that are important for the success of the next President/CEO of UMA. Among those are the following:

- Develop a healthy partnership with the UMA Board of Directors. In some ways, this goes without saying. On the other hand, it is listed because healthy relationships take much work and frequent communication.
- Ensure the viability of UMA. The retiring CEO inherited a deficit financial situation and has built a financial reserve. This work needs to be continued because the hard fact for all not-for-profit organizations and associations is “No margin; no mission.”
- Manage the staff. While much of the managing of the staff is delegated to the Vice President, there is no replacement for the importance of “face-time” with the President/CEO. Relationships need to be developed and nurtured. Trust-building is an ongoing process that depends on authenticity and caring. Further, the general duties of each staff member and the goals and related measurements that the staff needs to accomplish must come through the CEO.
- Represent UMA to various constituencies. The CEO is “the face” of the Association, the “flag-waver,” if you will. He or she must represent the Association to the General Church, to the Council of Bishops, and to the boards and staff of member organizations. Most visibly this happens at the annual UMA Convention, but, to be successful, it must happen in many other settings as well. Additionally, the President/CEO represents UMA in meetings with other denominational health and welfare ministry organizations and associations.
- Foster strong annual conference relations. Not only has there been a decline in member organizations, but also there has been a significant decline in the number of annual conferences which are members of UMA. Strengthening these ties will help UMA and also help member organizations in their conference relations.
- Collaborate with health and welfare ministries organizations and associations of other denominations. There is the opportunity to create efficiencies and to partner with other faith-based organizations. United Methodism has a rich tradition of inclusiveness, and working with others of faith to expand services is a wonderful opportunity as well as a joy.
- Promote health and welfare ministries to the various publics that member organizations serve. These publics include those that they serve, families of those they serve, potential funding sources such as foundations, and other peer organizations.
- Continually add value to membership. The forms that this takes will depend on the listening ability and creativity of the President/CEO.

Opportunity

UMA has the opportunity to build membership and once again become the true health and welfare arm of The United Methodist Church. This will require an in-depth understanding the needs of its member organizations and finding innovative ways to add value for the members through the strength of banding together as an Association. Further, there is the opportunity to continue to collaborate with similar associations in other denominations.

Compensation

An attractive, competitive compensation program will be tailored to the specific needs of qualified candidates. The Board is committed to finding the right person for this position and to making sure that he or she wants to stay with the organization for a long time.

Education and Experience

With respect to formal education, the position requires a Bachelor's degree. A Master's degree in healthcare, a business-related field, or divinity is preferred. While the current President of the Association is a UMC clergy, this is not required. Knowledge of and experience with the structure of The United Methodist Church, however, is essential.

Professional Qualifications

- A. Strong, positive communication skills, both in oral presentations and in writing
- B. Strong interpersonal skills and the ability to maintain enjoyable and productive relationships over many years
- C. Ability to cultivate contacts among The United Methodist Church leaders, including ability to forge relationships with emerging leaders.
- D. Ability to build trust with staff and with volunteers
- E. Political savvy, especially within UMC structures
- F. Ability to prepare a plan to build the financial strength of UMA, and also the ability to relate well with and understand the needs of UMA's Partners in Ministry
- G. A team-builder, both among staff and in relationship to the Board of Directors
- H. Ability to connect with people at many different levels within the UMA and UMC, e.g., bishops, hospital and college presidents, member organization CEO's, workers with the developmentally disabled, older adults, people in the pews, etc.
- I. The proven ability to lead and motivate others
- J. Well-developed skills at running effective meetings, setting clear expectations for direct reports and then holding them accountable
- K. Well-developed skills at problem-solving, including the ability to re-frame issues, identify practical solutions, and get buy-in from affected people
- L. An understanding of public relations and the ability to promote UMA and to help member organizations promote themselves
- M. The ability to understand the ministries of member organizations and the pressures on CEO's of those organizations
- N. Ability to seek creative solutions and work within constrained budgets
- O. Successful experience working with boards and committees

- P. A track record of being a good “face” for an organization, especially in the knack for “selling” the value of the organization to many different constituencies
- Q. An understanding of and appreciation for fund-raising

Personal Characteristics

- A. Congruity between what s/he professes and how s/he lives, i.e. personal integrity
- B. A genuine caring for and about the ministries of the member organizations
- C. A passion for health and welfare ministries, which flows from a deep, personal faith
- D. Confident and self-assured; comfortable surrounding himself/herself with other talented people; not defensive
- E. Personable and approachable
- F. A good communicator
- G. A visionary
- H. A proactive problem-solver who gets to the heart of an issue and thinks creatively and practically about possible solutions
- I. A self-starter
- J. The inner strength and discipline to face issues head-on, without avoiding them, and to do what is necessary to resolve them; perseverance
- K. Directness when appropriate; finesse when appropriate
- L. Facilitative leadership
- M. A team builder
- N. A person who likes to help others develop personally and professionally; an encouraging, positive person
- O. Ability to build trust by consistently being good-willed and doing what it takes to follow through

To discuss further, please contact:

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