



# Executive Brief

Chief Executive Officer

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## Hollyhock

Located in Vancouver and on Cortes Island, Hollyhock is an internationally renowned and respected lifelong leadership learning centre with a mandate critical for our times: to empower holistic and experiential learning as a catalyst for a better world.

Founded 35 years ago, Hollyhock provides programs to educate, enlighten, and inspire a generational wave of change agents. Activists, politicians, NGOs, social entrepreneurs, helping professions, spiritual practitioners, and seekers of a better world all find insights, peers and camaraderie at Hollyhock. A range of more than 100 personal, professional and organizational development residential courses and programs are run from their venue on Cortes Island for seven months of the year. Increased programming beyond the campus is anticipated in the future.

### Vision and Mission

Achieved through a unique synergy from their programs, teachers, attendees and environment, the Hollyhock mission is “**to inspire, nourish and support people making the world better**”.

### Core Programs

The Hollyhock curriculum is diverse, currently including wellness and wisdom practices, arts and culture, business and leadership development. Expert courses are taught in an open, interactive, accessible, meaningful, and fun environment by globally significant teachers. Testimonials from Hollyhock alumni pay enthusiastic tribute to inspiring, experiential learning intended to help develop the whole person, greatly enhanced by the unique and extraordinary campus. Current programs cover the following areas:

**Social Innovation**, leadership, facilitation, enterprise, fundraising, and the Hollyhock Leadership Institute conference series and trainings.

**Arts & Culture**: arts, music, dance, ecology, and writing.

**Wellbeing**: health, healing, personal development, relationship, yoga and movement.

**Wisdom Teachings**: meditation, wisdom traditions, and spiritual development.

For more information about the programs, please visit

- ❖ <http://www.hollyhock.ca>
- ❖ <https://www.youtube.com/watch?v=KJ-sf-CDvtI>

## Guiding Principles

- **The Land:** Preserve the spectacular natural landscape in which the Hollyhock campus is nestled, and which is a profound influence on all stewards, visitors and program participants.
- **The Culture:** Deliver a valued experience for our staff team, learners, guests and program participants that ‘inspires, nourishes and supports’ them all.
- **The Island:** Enrich and enhance our local Cortes Island community through Hollyhock’s operations, employment, and programs, and through our larger influence in the world.
- **The Learners:** Improve continually the remarkable range of programs, opportunities, and experiences we offer, at our campus and beyond, making them ever more accessible to a wider range of participants.
- **The Region:** Generate a leadership culture for change, rooted in our unique region’s west coast Canada ethos, Vancouver’s emerging model of a modern city, and our position at the doorway to one of the last great green places on the planet, where unceded First Nations’ territory combines with a relatively modest population, for a possibility of global leadership and cultural influence.
- **The World:** Contribute diligently to enlightened leadership in both current and perennial societal issues, that will move humanity towards a more respectful, just and resilient world.
- **The Money:** Secure the funding and capital necessary to ensure the long term future of Hollyhock, as such sanctuaries and perspectives will be increasingly necessary in a rapidly changing world.
- **The Stewards:** Empower the next generation of Hollyhock’s leadership, as our founders and leaders leave a strong organization, reputation, and base for the important work to come.

## Strategic Plan

The Hollyhock Strategic Plan, with vision and key priorities, will be provided upon request.

The current strategic focus is to build upon the 35 year depth of experience and strong alumni and reputational base, to explore new methods for delivering value, both by bringing the offerings to other physical locations, and through online learning tools.

## Structure

Hollyhock is a blended not for profit consisting of three legal entities:

- **The Nextwave Foundation:** A registered Canadian Public Foundation, which owns the 47 acre Cortes Island campus, buildings, and the name “Hollyhock”.
- **LI-The Leadership Institute:** A registered Canadian not for profit Operating Charity, that leases the land, buildings, and name, and offers educational programs and administration of the organization, on Cortes Island and in Vancouver.
- **Hollyhock Farm Ltd:** A wholly owned by The Next Wave Foundation, a for profit company that offers holiday and recreational programs, and the Hollyhock Store, currently only available on the campus.

All three entities are currently governed by the same Board of Director members, and all collectively operate as ‘Hollyhock.’

## The Mandate

Dana Bass Solomon has served 18 years as the Chief Executive Officer (CEO) and will be retiring from her position in October, 2017.

The Board seeks a deeply committed, next-generation team leader, to build upon the strong, yet still formative base, and to carry Hollyhock through to its next era of contribution to the well-being of people, our planet, and society. The time is right for Hollyhock to expand its program and audience reach in new and creative ways, and to push beyond the physical barrier to growth created by the location of the primary campus.

This role will be based in Vancouver, with the CEO spending considerable time at the Cortes Island campus, particularly during the busy summer months.

## The Opportunity

These times call for bold new thinking.

Deeply grounded in land, place, and human wisdom, Hollyhock at 35 provides a unique leadership opportunity to make an important contribution to current and future generations. New practical learning, relational essentials, personal and organizational resilience, with reverence for land and the sacred, are crucial elements for a thriving future for all. Successful social change and next generation social entrepreneurship, will require transformational experience and understanding.

This dream role offers the opportunity to design and build this leadership learning organization for these coming times. The role offers great career exposure, new connections, and deep meaning and purpose. There are few

organizations built with such careful love and tending for the long term, and poised so well for significant further success.

There is no other place in Canada, and few in the entire world, like the Hollyhock campus-just across the water from the end of the gravel road, at the end of the highway, on the west coast of North America. The organization has deep roots. Its influence on the region has been profound. Further into this process, the founders will be happy to share with you all that has come from the roots at Hollyhock, the relationships, bold individual service, cross sector partnerships, and empowered individuals.

**Will you lead this extraordinary organization through this particular space and time, when the Hollyhock mandate is more needed than ever?**

## Position Description

### CEO Objective

The CEO will enhance and grow Hollyhock's contribution, from Cortes Island to the world: to inspire, nourish and support people making the world better.

### Reporting Structure

The CEO reports to the Board.

The Senior Leadership Team is composed of the CEO, Program & Communications Director, and Operations Director.

There are seven direct report to the CEO: Program & Communications Director, Operations Director, Leadership Institute contractors (2), Development Manager, Conference & Groups Manager, and Executive Assistant.

Five staff are based at the Vancouver office in Gastown. All other staff work on the island, with the majority focused on the hospitality facility operation.

Annual Budget for 2017 is approximately CAD\$3 million.

### CEO Responsibilities

The CEO is accountable for all aspects of Hollyhock and ensures that it functions and thrives in accordance with its vision, strategic plan and financial resources.

The CEO is the lead ambassador for the organization to the outside world, and must be comfortable with public speaking, effective with senior relationships with teachers, funders, professionals, contractors, and staff.

Further responsibilities include:

- ❖ Management of the team and the organization
- ❖ Fundraising strategy and leadership
- ❖ Relationships management

- ❖ Marketing and communications guidance
- ❖ Program direction, quality and success
- ❖ Infrastructure and facilities operations and maintenance

### **Management**

CEO provides leadership and guidance to the overall staff team, with support from the Senior Leadership Team Directors and Managers. The CEO is expected to:

- Recommend to the Board creative strategic approaches, new partnerships and innovative programs and opportunities that support Hollyhock's vision and ongoing success.
- Execute the Strategic Plan. Recommend modifications if needed, in a dynamic process.
- Ensure financial resources are properly managed for the well-being of the organization and for implementation of the Strategic Plan.
- Recommend annual capital and operating budgets to the Board for approval, and recommend modifications as required.
- Provide strategic oversight for the innovation and development of the annual Program.
- Monitor the internal effectiveness of the organization's operations, facilities, staff, programs and services.
- Responsible for the systems and structures in place to ensure staff are trained, supported, and functioning at a high level.
- Ensure the ongoing community staff culture of trust, respect and communication by implementing effective human resource policies.
- Support the Board of Directors and its Committees.

### **Fundraising**

The CEO plays a major role in developing, implementing and leading the fundraising activities of Hollyhock, including:

- Active fundraising goals to support general operations, Scholarship Fund, Capital Campaign, Bequests, and conference sponsorships.
- Ensure regular contact with major donors and funders (foundations, family offices, governmental organizations, etc.).
- Review all fundraising letters, proposals and reports.
- Identify, meet with and make formal and informal presentations to potential funders/donors.
- Set annual fundraising targets and ensure that they are achieved or exceeded.

### **Marketing and Communications Leadership**

- Lead the development and implementation of all marketing programs and outreach activities.
- Approve marketing materials, promotional programs, articles and other communication vehicles designed to grow the public presence of Hollyhock.
- Manage the public face of Hollyhock. Align the brand with the intentions and activities of the strategic plan.

### **Relationship Management/ Stakeholder Engagement**

The CEO is the principal public representative and spokesperson for Hollyhock. As such, you will need to be a strong ambassador for Hollyhock, able to excite others about the mission and purpose. Specifics include the following:

- Build and maintain relationships with a range of stakeholders including the Board, donors, presenters, partners, participants, alumni, and the public.
- Develop and manage ongoing relationships in the hospitality sector, learning communities and other key friends and allies.
- Maintain good relationships with the Cortes community.
- Build strategic partnerships to further the reach of Hollyhock impact and brand locally, nationally and internationally. Nurture existing partnerships with values-aligned organizations such as Vancity.

### **Program Portfolio oversight**

A strong Program Director is in place to manage this central function. The CEO will liaise closely and provide guidance on both future seasons, as well as any issues during the season in progress. The 2018 Program will be mostly in place by the time the new CEO takes full responsibility.

### **Infrastructure/Facilities oversight**

A strong Facilities Manager is in place for the day-to-day management of the Cortes campus. The CEO liaises closely to ensure operations run smoothly, and that issues are identified and addressed early.

### **Success after 12 months**

Success in the first year means the incoming CEO will have:

- Established good rapport with the key relationships in Hollyhock ecosystem.
- Retained key staff through CEO transition.
- Maintained or increased current annual fund-raising revenues of



CAD\$500K, and have plans ready to increase this annual budget substantially.

## Candidate Profile

### Values and Motivation

You are a leader who is highly motivated to make a difference in the world. You believe in the power of transformative learning experiences to create and develop courageous agents of change in all walks of life. You are one yourself.

Strong alignment with the values, mission and purpose of Hollyhock will be essential.

### Skills and Experience

#### Essential

- Broad fund-raising experience, including with major donors.
- Execution savvy in order to execute the five year Strategic Plan.
- Strong skills and experience with stakeholder engagement and influence. (Types of stakeholders can be different than those of Hollyhock.)
- Operational and financial acumen; must have experience in overseeing a complex budget, along with a strong business sense.
- High-level strategy development for programs.
- Team leadership, including sensibility around the whole team.
- Public speaking skill and a high comfort level in the public eye. You will need to be a confident and vibrant face and voice for Hollyhock.
- Extremely strong relationship building skills.
- Sophisticated interpersonal skills.
- Outstanding communicator.

#### Preferred

- Experience in human potential and social change movements.
- Passion for leadership development, citizenship and building resilient communities. Affinity with the vision for 2020 for Hollyhock in terms of program development.
- Relevant partnership networks in the region and beyond. (Current partners include the Dalai Lama Centre for Peace, Vancity Credit Union, and Simon Fraser University.)

## Personal Characteristics Required

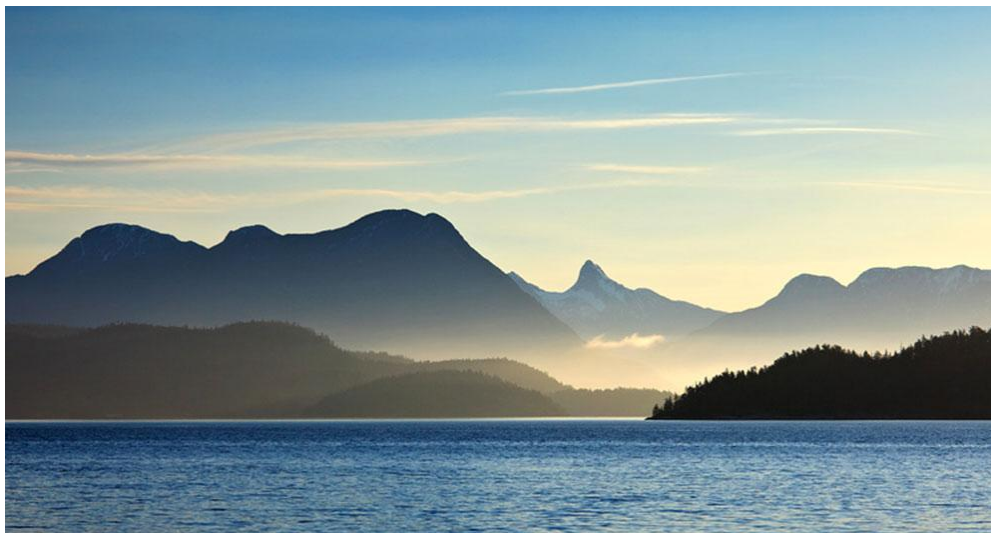
- Empathy
- Open mind
- Humble
- Candid
- Decision maker
- Bright
- Charismatic
- Flexible
- Self-reliant
- Self-aware
- Self-esteem
- Mature ego
- Resourceful
- Patient
- Strong work ethic
- Tenacious
- High stress tolerance
- Inner strength
- Deep purpose
- Infectious joy

You are an examined person, on your own journey of personal growth.

## Education

Excellent life experience and broad skills.

## Location



The CEO will be based in the Vancouver office in Gastown, with significant time on the Cortes Island campus. This is a one hour seaplane flight from Vancouver, or longer by other travel options.

Vancouver and BC offer unparalleled opportunities for a joyful, adventurous, healthy and sustainable, cosmopolitan lifestyle.

For more details, please visit [www.vancouver.ca](http://www.vancouver.ca).

## Confidentiality

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at <http://www.odgersberndtson.ca/privacy-policy>

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

*This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change.*

**Thank you for considering this unique and exciting opportunity, which we look forward to discussing further with you.**

