Position and Candidate Specification

National Trust for Historic Preservation

Chief Executive Officer

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From the homes of prominent Americans to small town Main Streets, from sites associated with the Civil Rights movement to landscapes sacred to Native Americans, from modernist masterworks to modest bungalows—America’s ideals, values, and stories live on in the diverse historic places around us. At the National Trust for Historic Preservation, we believe in the importance of these places, and we are passionate about protecting them, for ourselves and for future generations. Chartered by Congress and funded through private support, we work—directly and in partnership—to save the places where our history happened, so that all Americans can see their stories in the places around them, and spend their lives rooted in the places they love.

**Board Statement on the Opportunity**

The Board of the National Trust for Historic Preservation is eager to embark on the next chapter in its nearly 75-year history. When the National Trust was established in 1949 by Congressional charter, the historic preservation movement across much of the nation was in its nascent stages. Over the years, this organization fueled the growth of state and local preservation groups, built a portfolio of historic sites, and provided national leadership in political and legal preservation advocacy. In recent years, the Trust’s focus has expanded to embrace an even broader vision of preservation, one that includes telling untold American stories, building and strengthening communities, establishing important legal protections, and providing grant support for a wide range of programs and initiatives, from the African American Cultural Heritage Action Fund to the National Fund for Sacred Places.

As the National Trust emerges from a period of pandemic-related retrenchment, the organization is in the strongest financial position in its history. Against this backdrop, the Board is enthusiastic about re-framing the mission and role of the nation’s leading preservation organization. We seek a leader who can navigate the future with creativity and innovation, who engages collaboratively with internal and external stakeholders, who asks thoughtful questions, and who pursues an inspiring and galvanizing vision for what the National Trust can be and do as it capitalizes on the occasion of its upcoming 75th anniversary to serve and enhance the goals of the preservation movement.

**Strategic Priorities**

The National Trust for Historic Preservation protects significant places representing our diverse cultural experience by taking direct action and inspiring broad public support. We aspire to protect a cultural legacy that is as textured and diverse as the American experience, strengthening the social, environmental, and economic fabric of communities. To achieve our goals, we focus on four strategic priorities:

- **America’s Historic Sites**
  America’s historic sites and cultural resources are irreplaceable, and the National Trust for Historic Preservation works every day to save them, through stewardship, advocacy, and direct assistance. We protect and steward a diverse collection of 27 historic sites that are open to the public. We take action in the courts, in Congress, and through public engagement to save threatened places; provide technical
services and millions of dollars in financial assistance to restore them; and empower people across the
country to protect significant places in their own communities that are threatened.

- **Telling the Full American Story**
  We believe that all Americans deserve to see their history in the places that surround us. That’s why the
National Trust for Historic Preservation works to tell a fuller American story that does justice to the
contributions of women, people of color, the LGBTQ community, and all Americans in shaping our nation
and leading us forward. It’s a story that inspires us all to take pride in our shared heritage and to create an
even more perfect union for generations to come.

- **Building Stronger Communities**
  On main streets across rural America, and in urban areas from Miami to Los Angeles, the National Trust for
Historic Preservation helps community leaders unlock the potential of their historic fabric to promote
prosperity, foster equity, and encourage sustainability. We are driving investment through new policy tools,
catalytic rehabilitation projects, and innovative place-making work. We’re showing that preservation and
development aren’t just compatible, but mutually beneficial: their partnership is integral to vibrant,
resilient, enduring communities.

- **Investing in Preservation’s Future**
  As the nonprofit leader of the national preservation movement, the National Trust for Historic Preservation
stands with anyone who loves a place enough to try to save it. We are passionate about building a vigorous
and growing community of champions for preservation and equipping them with the funding, ideas,
networks, and inspiration they need to advocate successfully for their communities. In partnership with
preservationists across the country, we are creating a legacy of beauty, culture, and history that will endure
for generations to come.

**Affiliates and Subsidiaries**
The National Trust has several subsidiary organizations and other corporate affiliates that are closely tied to the
Trust by brand, governance, and mission. Among these are:

- **National Main Street Center**
  A nonprofit subsidiary of the National Trust committed to revitalizing older and historic commercial districts
to build vibrant neighborhoods and thriving economies. The National Main Street Center’s programs are
branded under the name “Main Street America®.”

- **National Trust Community Investment Corporation (NTCIC)**
  The National Trust’s for-profit subsidiary is the largest tax credit syndicator and investor focused on historic
rehabilitation in the United States. The organization invests in America’s architectural heritage, community
development, and renewable energy initiatives utilizing Federal and State Historic Preservation Tax Credits
(HTC), Low-Income Housing, Renewable Energy (Solar), and New Markets Tax Credits (NMTC).

- **Historic Sites Subsidiaries**
  - **Greenrock Corporation**: Property management company for Kykuit, a historic site in Tarrytown, NY.
  - **Cooper Molera Preservation, LLC**: Leasing entity for shared use at Cooper Molera Adobe, a historic site in
Monterey, CA.
FURTHER INFORMATION
The National Trust for Historic Preservation is headquartered in Washington, DC, with a $300 million endowment, a $75 million annual budget and 300 staff members. For more information, please visit https://savingplaces.org/.
Reporting to the Board of Trustees, the CEO of the National Trust for Historic Preservation will be an inspiring, visionary leader committed to and capable of expanding the organization’s reach and impact. As the National Trust nears its 75th anniversary, the CEO will be responsible for carrying forward a strategic vision that will set the stage for the organization’s next 75 years, ensuring that it continues to flourish in its leadership of the national movement for historic preservation.

The CEO for the National Trust is responsible for providing overall strategic and operational leadership for the organization. The next CEO will bring a deep commitment to the mission of the National Trust and will serve as its chief spokesperson, both internally and externally, articulating its goals, vision and values in ways that are compelling and inspiring to current and potential supporters. The CEO will support the organization’s long-term vitality by raising its external visibility, building a strong organizational culture, empowering a high-performing team, engaging effectively with the Board, providing strong fiscal management, and expanding sources of revenues and philanthropic support.

KEY RELATIONSHIPS

Reports to National Trust for Historic Preservation Board of Trustees

Direct reports
- Chief Administrative Officer
- Chief Development Officer
- Chief Financial Officer
- Chief Legal Officer and General Counsel
- Chief Marketing Officer
- Chief Preservation Officer

Other key relationships
- Regional and local preservation organizations
- Current and prospective donors, supporters, and partners
- Federal and state policymakers
- Other National Trust volunteers, including National Trust Advisors, Historic Site Councils and Boards, and the Advisory Council for the African American Cultural Heritage Action Fund

DESIRED OUTCOMES

- Strong alignment among the Board, staff, and external partners on the National Trust’s overarching vision, purpose, and strategy, with a clear link between programs and mission impact.
- A resilient, relevant organization that resonates with the broad spectrum of stakeholders interested in historic preservation, including the next generation.
- Deepening and extension of the organization’s commitment to telling the full American story, leveraging preservation as a force for enacting positive social change and unifying our communities.
- Increased public profile and advocacy influence at the federal level and in the states, as appropriate.
- Enhanced collaboration with and support of regional and local preservation organizations.
- Revenue growth, with significant unrestricted funding to support organizational evolution and ongoing financial stability.
- Strong staff morale, performance, development, diversity, and retention.
The next Chief Executive Officer of the National Trust for Historic Preservation will be an accomplished executive with a growth and success mindset who can inspire, motivate, and lead a complex, diverse, and highly visible organization. This leader will be a true visionary and a courageous, audacious, and proven innovator who will build and support a bold organizational strategy based on a focused organizational purpose. The CEO will bring an inclusive, collaborative approach to team leadership and stakeholder management, internally and externally, and will be an active, creative, and effective fundraiser in support of the National Trust’s mission.

The CEO will travel extensively across the country and will spend substantial time at the National Trust’s headquarters in Washington, DC.

IDEAL EXPERIENCE

- Leadership and management experience in a complex, multi-stakeholder environment
- Experienced and success-proven fundraiser
- An appreciation for non-profit management and culture through executive or board-level service
- Enthusiasm for history and/or historic preservation
- Proven commitment to diversity, equity, inclusion, and accessibility (DEIA)

CRITICAL LEADERSHIP CAPABILITIES

Strategic and Visionary Leadership

The National Trust’s CEO will be responsible for ensuring that the organization fulfills its mission to the greatest extent possible by:

- Working with the Board of Trustees to develop a vision and implement a strategic plan that has a clear emphasis on organizational growth and success, translating this plan into clear priorities and direction for the team, and driving its successful execution.
- Maintaining an awareness of the challenges and opportunities facing the organization, and working with the Board and staff to adjust the organization’s actions and approaches as appropriate. In particular, developing and driving creative business and public engagement solutions for the National Trust’s historic sites.
- Challenging assumptions and conventional wisdom with specific, data-driven, and well-reasoned proposals. Thinking three to five years ahead of the current strategy.

Leading People

The CEO will successfully harness the passion and commitment of the staff by serving as a unifier, team builder, mentor, and motivator. This includes:

- Engaging, inspiring, and empowering a diverse and motivated team, bringing out each team member’s personal best while instilling a culture of collaboration and connection.
• Communicating the National Trust’s long-term direction and collaborating with the team on how to reach it.
• Manifesting a commitment to DEIA and inclusion, working in deep partnership with staff and Board leadership to continue to move the organization forward in ways that reflect these commitments.
• Delegating strategic objectives to leaders and teams within the organization with clear and explicit intent; building a strong sense of empowerment, accountability, and shared responsibility across the organization.
• Holding the organization accountable for its commitments, providing clarity, fairness, and constructive feedback, and motivating team members to achieve their goals.

Collaborating and Influencing
In this highly visible role, the CEO will advance the National Trust’s mission and move the organization forward by:
• Quickly engaging and developing trust and credibility with the Board, staff, and external constituencies.
• Articulating the National Trust’s mission and value proposition effectively and with passion, and serving as a compelling and credible spokesperson.
• Developing collaborative, inclusive, and ongoing partnerships with relevant organizations, and enhancing the scope and impact of the National Trust’s programs.
• Cultivating and building donor relationships, and creating and inspiring enthusiastic support for the National Trust.

APPLICATIONS AND NOMINATIONS
The National Trust for Historic Preservation is being assisted in this important recruitment by Spencer Stuart. If you wish to confidentially submit application materials or nominate someone for this role, please email: NTHPCEO@SpencerStuart.com.