

## Now I Lay Me Down to Sleep Foundation

### Executive Director – Overview of Responsibilities & Qualifications

#### Organization Overview

Maddux Achilles Haggard was born on Feb. 4, 2005, with a condition called myotubular myopathy that prevented him from breathing, swallowing or moving on his own. On the sixth day of his young life, his parents had to make the excruciating decision to take him off life support. But before they did, they called Littleton, Colorado photographer Sandy Puc' to take black and white portraits of them cradling their son. Puc' photographed the couple with Maddux at the hospital before he was removed from life support and after — when he was free from the tubes and the wires that had sustained him.

“That night was the worst night of my life. But when I look at the images, that’s not what I’m reminded of. I’m reminded of the beauty and blessings he brought,” Cheryl Haggard (Maddux's mom) said.

Those tender photographs documenting Maddux’s eternal connection with his parents inspired Cheryl Haggard and Sandy Puc' to found a nonprofit organization that has provided thousands of families of babies who are stillborn or are at risk of dying as newborns with free professional portraits with their baby.

Sandy and Cheryl founded the organization in April 2005 and called it Now I Lay Me Down to Sleep after the children’s bedtime prayer. The **Now I Lay Me Down to Sleep Foundation** (NILMDTS) administers a network of approximately 7,000 volunteer photographers in the United States and twenty-five other countries around the world.

#### Overall Responsibility

The Executive Director is responsible for the overall leadership and operational management of the Now I Lay Me Down to Sleep Foundation. The Executive Director reports directly to the Chair of the Board of Directors and works closely with the Business Operations Manager, other staff members, volunteers, and the Board to fulfill the mission of the Foundation. The Executive Director manages an annual budget of approximately \$400,000 and a staff of 4.5 professionals.

#### Primary Responsibilities

- 1) Strategic and Operational Leadership:** Leads development, implementation, and update of strategic plans for the Now I Lay Me Down to Sleep Foundation; ensures operational excellence.
  - Identifies need for fundamental strategic or operational changes to Now I Lay Me Down to Sleep Foundation and brings such matters to the Board for action; implements agreed changes in support of the Foundation’s vision, values, mission and goals.
  - Develops a high profile for the Foundation within its various local, regional, national, and international constituencies.
  - Oversees all administrative, business, and programmatic matters for the Foundation such that operational details are handled routinely, smoothly, and accurately.
  - Oversees the development and monitoring of an annual budget which includes an accurate, realistic forecasting of revenues and expenses for implementing action plans, based on goals established in collaboration with the Board.
  - Provides leadership for overall financial policies.
  - In conjunction with staff and Board, develops and implements long-range financial plans.
  - Identifies mechanisms for growth and directs that growth effectively and smoothly.

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- 2) **Fund Raising:** Oversees all philanthropic fundraising efforts and ensures that these efforts meet their goals effectively.
  - Responsible for ensuring that the annual budget is funded through appropriate channels including online donations, individual gifts, special events, and grants.
  - Cultivates key relationships to broaden levels of giving and base of useful contacts.
  - Works with the Board to execute fundraising plans; ensures that these efforts meet their goals effectively.
  
- 3) **Outreach and Communication:** Presents Now I Lay Me Down to Sleep Foundation’s mission and program in a strong, positive image to relevant stakeholders.
  - Develops and implements strategy for building awareness of NILMDTS programs and offerings throughout the community.
  - Develops and implements effective strategies for attracting and retaining members.
  - Identifies marketing opportunities and ensures production of professional, attractive, effective marketing materials.
  - Listens, communicates, motivates and builds trust with diverse groups
  - Serves as primary spokesperson for the Foundation with the media.
  
- 4) **Board of Director Relationship:** Develops capabilities and contributions of Board members appropriately.
  - Effectively channels skills and interest of board members to help the Foundation achieve its goals.
  - Prepares and delivers information regarding NILMDTS activities to the board on a regular basis and facilitates effective decision-making.
  - Assists in board development activities including obtaining the commitment of new Directors, training, and ensuring effective communication between staff and Directors.
  - Develops and refines effective governance practices to optimize Board effectiveness.
  
- 5) **Staff Development:** Maximizes the potential of all staff members and sets high quality performance standards.
  - Recruits, selects, motivates, develops, retains, and rewards a high quality and capable staff to function and respond to the Foundation’s priorities.
  - Creates and encourages a collegial and participatory work environment within the Foundation where trust, integrity, and open communication are valued. Galvanizes staff around the mission of the agency.
  - Supports and encourages employee development activities and opportunities.
  - Provides direct supervision for staff members and develops their ability to operate the Foundation as a coordinated team.
  - Works with staff to coordinate the effective and efficient operation of all areas of responsibility.
  - Identifies need for defined processes and systems; ensures all staff understand their areas of accountability and how functions fit together.
  - Establishes clearly defined and measurable goals to assess and reward the staff.
  - Effectively and promptly counsels staff members on performance, career growth opportunities, and other issues.
  - Ensures that all staff understand the need for flexibility and nimbleness to achieve long-term goals.
  - Assumes responsibility for all hiring and terminations of all staff members.

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- 6) **Partnership Building:** Builds effective partnerships with other organizations to enhance the delivery of the Foundation’s mission.
- Identifies opportunities to partner with other arts and community organizations.
  - Actively builds and maintains partnering relationships.
  - Uses volunteers effectively to leverage the Foundation’s capabilities.

#### Required Qualifications

7+ years of nonprofit fundraising and management experience including experience working with staff, board members, and other volunteers in a variety of fundraising activities. Must have strong organizational, creative, and written/oral communication skills with a proven track record.

Supervisory experience required. Ability to handle multiple responsibilities, prioritize work, solve problems, and operate under time and work volume pressure. Effective interpersonal skills and flexibility required. Ability to provide strategic direction and strong fiscal oversight.

Qualified candidates must be able to demonstrate strengths in the following areas:

- Commitment to Now I Lay Me Down to Sleep Foundation’s mission
- Demonstrated leadership skills and understanding of change management
- Demonstrated experience in staff management, coaching, and team-building
- Strong communications skills—verbally, in writing and in public speaking
- Networking and relationship-building skills
- Knowledge of how to operate a membership-based organization and develop strategies to build membership value over time
- Significant experience in working in partnership with a board of directors
- Proven skills in leading growth of an organization effectively
- Proficiency in all aspects of fundraising and donor cultivation
- Experience in budget development and reporting
- Willingness to work flexible hours to support fundraising and other events
- Demonstrated experience in hiring and evaluation of staff and contractors
- Demonstrated commitment to building and working with a diverse staff
- Ability to motivate and direct volunteers
- Experience in monitoring and maintaining the agency’s infrastructure
- Inspirational and creative energy with a passion for nonprofit work
- Willingness to travel as necessary
- Bachelor’s degree greatly preferred, advance degree preferred
- Proficiency in Spanish desired.

Above all, we seek a leader who can embrace our artistic, compassionate, motivated culture, who is flexible, entrepreneurial, strategic, and visionary. We want an executive who will lead our organization into making an even greater impact in the lives of our clients and in our community.

**The Now I Lay Me Down to Sleep Foundation is an Equal Opportunity Employer.  
We are dedicated to diversity and encourage all people to apply.**