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Position Guide

Friends of Acadia

President & CEO

<https://friendsofacadia.org/>



POSITION: President & CEO

REPORTS TO: Board of Directors

LOCATION: Bar Harbor, Maine

MISSION

Friends of Acadia preserves, protects, and promotes stewardship of the outstanding natural beauty, ecological vitality, and distinctive cultural resources of Acadia National Park and surrounding communities for the inspiration and enjoyment of current and future generations.

VISION

A strong partnership among Friends of Acadia, Acadia National Park, and surrounding communities is producing ground-breaking progress on the key issues affecting Acadia's future: climate change, visitor experience, and youth engagement.

Our Guiding Principles

In accomplishing its mission, Friends of Acadia (FOA) is guided by the principles of stewardship, advocacy and education, citizen engagement, collaboration, and leadership.

Stewardship

We protect the park. We mobilize people and forge alliances to engage members, visitors, and surrounding communities in understanding and working toward solutions for the key issues affecting the park.



We provide a margin of excellence. We allow the park to achieve successful results that it would never be able to do on its own. Whenever possible, we augment federal funds, rather than replace them. We raise philanthropic funds and recruit volunteers for projects and programs in Acadia and for its stewardship. We create sustainable revenues through endowments where appropriate.



We work with communities. We appreciate the significant role that the surrounding communities have played in helping to create and sustain the park for over a century and are committed to continuing this essential partnership for Acadia's ongoing protection over time.

We focus resources. We steward our organizational and financial resources to maximize the benefits of programs offered and funds expended and to reflect FOA programmatic priorities. We engage in projects and programs that we believe will have the greatest positive impact on the key issues affecting the park.

We leverage donated funds. We operate on a sound financial basis, leveraging members' charitable gifts by attracting federal funding for park needs whenever possible in order to bring the highest conservation return per donated dollar.

Citizen Engagement

We promote volunteerism. We support a corps of motivated volunteers of all ages who help bring labor, ideas, and expertise to projects in the park and communities, thereby encouraging individuals to develop a deeper sense of connection with Acadia and FOA.



We are inclusive. We seek a broad and diverse membership to maximize understanding of the many perspectives around Acadia. We encourage all who visit or have a connection to Acadia to join FOA as a means of giving back to the park that inspires them.

Advocacy and Education

We advocate. We advance the interests of the park and its visitors before Congress and the Maine Legislature, within the National Park Service and Department of Interior, and before other federal, state, and local bodies.

We promote excellent management. We speak for park visitors to encourage the continual betterment of park policies and operations.

We educate. We provide and support education of the public regarding the legacy of Acadia, the conservation values it represents, the threats it faces, and the ways in which citizens can help protect it. We increase public awareness of the challenges posed by insufficient federal funding for parks.



Collaboration

We work in partnership. We believe in the power of collaboration. By working in partnership, we extend our reach, access specialized skills and talents that complement our core capabilities, avoid duplication, and engage additional resources in the park's protection. Our primary partnership with Acadia National Park is fundamental to our success. We reserve the right to differ respectfully.

Leadership

We offer leadership. We are committed to setting the standard for national park partnerships as a known leader at the national level in park philanthropy, advocacy, volunteerism, and communications. In the surrounding communities, we benefit from citizen input and are considered a trusted resource, willing to share and facilitate work essential to the park and nonprofit excellence.



ABOUT FRIENDS OF ACADIA

Thirty-five years ago, the founders of FOA envisioned a membership-based, volunteer-powered organization that would translate their love for Acadia National Park into tangible good work and support for the park. A generation later — with millions of dollars

gifted and tens of thousands of volunteer hours donated — their vision is a reality. FOA is now viewed as a leader within the nonprofit park support community.



FOA is an independent 501(c)3 organization that works as an official partner to Acadia National Park to create and/or fund programs that address critical needs. FOA champions public responsibility for funding and conserving Acadia National Park. The organization is non-partisan and leverages private funds to maximize federal dollars for park projects and operations.

Located in Bar Harbor, Maine, FOA employs 20 full-time staff and operates with an annual budget of more than \$7 million, including annual grants made to the park and surrounding communities. FOA also boasts an endowment fund nearing \$75 million.

Included in its long list of accomplishments, FOA has:

- Completed a campaign of more than \$25 million for Acadia's Second Century by 2017, centered on foundational support for the four pillars of FOA's strategic plan (see the description under "The Opportunity" below) and aimed at helping Acadia advance successfully into its next century.
- Supported the work of 453 partners and sponsors who created more than 350 events throughout Maine and sold Acadia-themed products, generating more than \$50 thousand in donations to celebrate Acadia National Park in its Centennial in 2016.
- Assisted Acadia National Park with public outreach for the park's transportation plan, which was approved in 2019, and funded engineering, design, and construction work for the Cadillac Mountain private vehicle reservation system.
- Raised the level of awareness about the harmful effects of climate change on Acadia's natural and cultural resources and provided complementary funds to enhance the park's ability to resist, accept, or direct anticipated changes.
- Created Student Visiting Board Member positions on the FOA Board of Directors to invest in leaders among the next generation of park stewards.



- Raised funds for the rehabilitation and ongoing maintenance of Acadia National Park's 130-mile trail system, making it the first endowed national park trail system in the country.
- Challenged Congress to appropriate \$4 million to reconstruct Acadia National Park's 44-mile carriage road system and raised funds to create a matching endowment to maintain the park's carriage roads in perpetuity.
- Purchased for protection 25 acres on Acadia Mountain that were threatened with imminent development.
- Co-developed and co-funded the fare-free, propane-powered Island Explorer public bus system and obtained funds to expand it, resulting in reduced vehicular traffic and fewer air pollution emissions.
- Halted proposed clear cut and negotiated a more sensitive timber cutting on 1,600 acres of land along Acadia National Park's Schoodic border and opposed a major resort development proposed in its wake.
- Raised funds and purchased 369 acres of land for the Acadia Gateway Center and worked with partners to successfully advocate for millions of dollars in congressional appropriations to lessen the impact of traffic in the Mount Desert Island region.
- Constructed five Village Connector Trails and restored hundreds of miles of Acadia's trails in partnership with Acadia National Park and volunteers.
- Forged strategic relationships with Maine Coast Heritage Trust, Schoodic Institute and Acadia National Park Foundation, National Parks Conservation Association, and L.L. Bean, among others.

THE OPPORTUNITY



Beloved for its stunning beauty and outstanding recreational opportunities, Acadia National Park is a gem in the national park system. Located within a day's drive of a quarter of the U.S. population, the park received a record number of visitors in 2021. The high levels of visitation have created traffic congestion, parking issues, visitor use conflicts, and safety concerns. Acadia National Park's natural and cultural resources also face great stress from

invasive plants and insects, significant weather events, rising sea level, and warming temperatures. Young people today spend less time enjoying the outdoors due to time constraints, lack of familiarity, and competing interests.

FOA is assisting the National Park Service in addressing these issues. FOA is operating under a five-year strategic plan, approved by the Board of Directors in 2018, that focuses the organization's work under four pillars:

- Wild Acadia — an initiative to help direct Acadia National Park's natural resource communities to a sustainable future as the climate changes rapidly.
- Tomorrow's Stewards — programs to create/support a continuum of engagement and learning opportunities in and with Acadia National Park for youth from pre-school to post college.
- Acadia Experience — investments to help Acadia National Park address visitor congestion and transportation issues associated with record levels of visitation.
- Carriage Road and Trails Support — fundraising to build on FOA's endowments to restore and permanently maintain the carriage roads and historic trails and engage volunteer time and support.



The strategic plan also recognizes several cross-cutting capabilities that will be needed for success — specifically, advocacy, communications, partnerships, and philanthropic health. The Board of Directors has also identified seasonal employee housing issues, park accessibility needs, external threats to the park (such as industrial-sized salmon farms proposed in Frenchman Bay), and Diversity, Equity, and Inclusion as areas of increasing importance since the strategic plan was developed.

THE POSITION SUMMARY

The President is the chief executive officer of Friends of Acadia and responsible for successful implementation and oversight of all aspects of running the organization, including conservation, stewardship, development, external relations, governance, and general management. This person reports to the 26-member Board of Directors (half are seasonal members, and half are year-round Maine residents) through the Board Chair and is a voting member of the Board. In consultation with the Board, the President sets the direction and tone of FOA, manages a staff of 20, implements strategic plan initiatives, and represents the organization to the public. They work closely with the Acadia National Park superintendent, as well as with other partners and the National Park Service,

Washington officials, U.S. Congress, the Maine Legislature, and local governments to advance FOA's mission.



FOA is one of the most highly regarded and respected "Friends" organizations in the national park system. The new President will have the opportunity to continue to build on this well-deserved reputation in carrying out the mutual goals of FOA and Acadia National Park, while playing a highly visible role in the community. The successful candidate must have excellent

public speaking and writing skills as well as be able to speak comfortably with diverse audiences about the issues facing Acadia National Park. They will display leadership attributes of integrity, vision, excellent communication skills, solid judgment, and passion for the mission. They will promote and sustain a consistent vision of the future for the organization.

CANDIDATE PROFILE

Responsibilities Include:

Management

- Oversees a staff of 20.
- Leads the Management Team, which includes four direct reports.
- Leads, motivates, inspires, supervises, and holds accountable an experienced and capable staff, while maintaining and continuing to foster an environment of collaboration and collegiality, while also being accountable to the Board for the staff's successful operations.
- Fosters open communication and a smooth working relationship with the park superintendent and other partner organizations to support mutually agreed upon goals.

Finance

With Vice President of Finance and Administration:

- Delivers philanthropic grants to Acadia National Park and the community and ensures compliance with IRS regulations, accounting standards, and applicable laws.

- Guides the creation of annual budget with the Finance Committee and achievement of approved results.
- Supports the Investment Committee in prudent management of endowments and other invested funds.
- Engages in an annual audit by independent CPAs selected by the Board.

Development

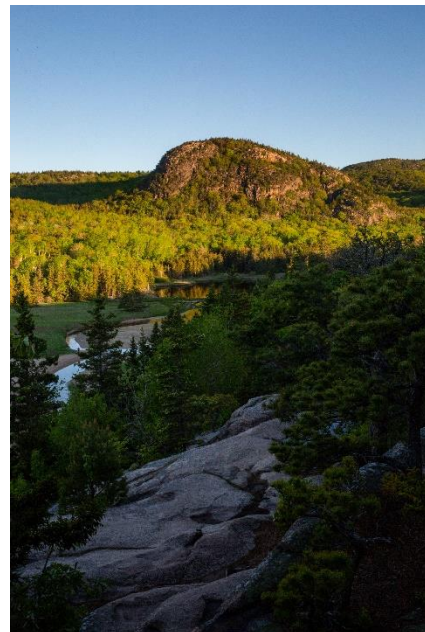
With Director of Development and Donor Relations:

- Assists in the creation of an annual development plan that sets goals for new and renewing members, annual fund, major giving, special events, corporate and foundation grants, and capital programs.
- Works with staff and Board of Directors to identify fundraising priorities for annual and multi-year campaigns.
- Supports volunteers in their special event efforts, particularly the annual benefit auction committee.
- Maintains, champions, and articulates FOA's mission with the public, including existing and newly identified prospective donors, communicating on a regular basis with funders and actively building new relationships and revenue sources in the face of increased local needs and decreased government funding for Acadia National Park.

Conservation and Stewardship

With Conservation Director:

- Develops and executes advocacy programs, policy initiatives, and partnerships that preserve and protect Acadia National Park and surrounding communities.
- Forges alliances with other local, regional, and national nonprofits and mobilizes citizen coalitions through outreach and education to defeat sudden threats to Acadia National Park.
- Develops funding opportunities to supplement in-park programs to assist the National Park Service in managing Acadia National Park.
- Deploys and supports a corps of dedicated volunteers to work on park and community conservation projects.



- Develops new programs and initiatives to respond to emerging needs, such as seasonal employee housing and removal of barriers to accessibility in the Acadia National Park.

Communications

With Communications Director:

- Sets the overall tone and style of FOA's communications tools, including Acadia Magazine, the FOA website, and social media.
- Strategizes FOA's media response on key issues.
- Serves as the spokesperson and public face of the organization, inspirationally promoting the understanding of the importance and relevance of FOA's work with members, volunteers, partners, and local, state, and federal governments and legislators.

External Relations

- Advances the cause of Acadia National Park and park philanthropy within the National Park Service and regional offices as well as the Interior Department, the Friends Alliance, the Maine Legislature, and the U.S. Congress and Senate.
- Works with Maine Coast Heritage Trust, Schoodic Institute, and other partners to leverage skills and resources to achieve effective and efficient outcomes of mutual interest in park and community projects.
- Rigorously maintains the organization's positioning as nonpartisan and non-electoral and works smoothly and respectfully with elected and agency officials focusing on FOA's mission.

Governance

- Works with several Board committees, including the Executive Committee and the Governance and Nominating Committee, to set directional guidance on all aspects of FOA.
- Recommends internal and external policies, programs, and courses of action for Board of Directors consideration.
- Supports and works with the board in major gift fundraising and recruitment of new Board members.
- Harnesses the strength of an engaged and committed Board of Directors to assist Board members in setting strategic goals and enhancing human and financial resources to assure continued growth and success.

Qualifications Include:

- Ability to create a coherent vision and inspire others to promote that vision.

- Strong communication skills and the ability to work with diverse groups, partners, Board members, donors, volunteers, and communities in a facilitative, non-threatening manner.
- Possess knowledge of government relations, policy development, and politics and be driven by a love of the outdoors.
- Proven track record in soliciting and securing major and leadership philanthropic gifts.
- Evidence of interest in and commitment to conservation, national parks, or other protected areas.
- A commitment to preservation and protection of park resources and to the quality of visitor experience; understanding of the National Park Service is desirable.
- Recognition and understanding of the complementary strengths of Acadia National Park and FOA and how those strengths can be channeled to best effect.
- Effective management skills to supervise a highly capable staff and implement and execute a complex budget.
- Successful track record of working with a board and development team to plan and execute effective and innovative ways to increase fundraising revenue.
- Experience in implementing a strategic plan, including the ability to define needs and assess which program activities have worked and which may need to be changed, adapted, or eliminated.
- Proven experience working on complex issues in local communities.
- Proven ability to forge effective partnerships with other organizations/agencies.
- Ability to create new ways of achieving or exceeding strategic goals.
- Superior analytic ability to lead a process of continuous improvement.
- Ability to earn the respect and trust of an active, engaged, committed, and empowered Board of Directors.
- Ability to clearly articulate Acadia National Park needs and FOA's partnership role to groups ranging from legislators to philanthropists to board members to non-park supporters; lobbying experience highly desirable.
- Live year around on Mount Desert Island or in nearby communities.

Friends of Acadia's Equal Employment Opportunity Statement

Employment decisions are based on the qualifications of each individual. It is the policy of FOA to recruit and hire for all positions without regard to race or color, sex, sexual orientation, gender identity, gender expression, physical or mental disability, religion, age, ancestry or national origin, or other status protected by law. This policy applies to

promotions, training, compensation, and all other conditions related to employment. FOA will make reasonable accommodations for all individuals in accordance with applicable law.

To apply, please submit a current resume and letter of introduction to Kittleman & Associates, LLC at <https://bit.ly/34ugyo7> (click on the **Apply** button at the bottom of the page).

To learn more about the programs and activities at Friends of Acadia, please go to the following link: <https://friendsofacadia.org/>.

