

UNITED WE .

Chief Operating Officer Leadership Profile

April 2024

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The Opportunity

United Women's Empowerment (United WE) is seeking an established nonprofit leader to serve as its Chief Operating Officer (COO). This unique position is a critical role within a growing national nonprofit organization that is committed to breaking down systemic barriers in women's economic development and civic leadership. Since 1991, United WE has marked substantial growth and has become influential in public policy arenas, particularly in advancing women in the workplace and entrepreneurship.

The COO will report directly to the Chief Executive Officer (CEO). It will be integral in aligning the strategic vision with operational capabilities, driving the effective roll-out of programs, and scaling the infrastructure to strengthen United WE's expanding initiatives. The focus of the COO will be on partnering with the CEO to help lead the organization through its next evolutionary phase, increasing the national impact of empowering women in the socioeconomic and civic realms.

United WE is advancing women through the power of statistical truth and storytelling. They believe the formula to end gender inequality requires a strategic blend of qualitative and quantitative data. Then, they put that data to work to spark systems-level change.

United WE offers a unique ecosystem to build a highly functioning model to empower women around the country. The organization unites with appointees, elected officials, community leaders, supporters, and everyday women to positively impact hundreds of thousands of women. Their impact includes fielding research studies and briefs on women's economic development, contributing to policy reforms that advanced equal pay efforts, increased paid family leave, removing barriers to women's professional licensing, childcare and entrepreneurship, and civic engagement. Through their award-winning Appointments Project®, they have assisted more than 200 women in getting appointed to civic boards and commissions.

United WE's operations include collaborating with various stakeholders—from elected officials and

community leaders to engaged supporters and the women served. The COO will work with the CEO and these groups to forge strategic pathways and direct initiatives that have a lasting impact on hundreds of thousands of women. This role involves driving research, influencing policy reform, and championing initiatives such as the award-winning Appointments Project®, which has successfully appointed a significant number of women to civic boards and commissions.

The COO at United WE will play a pivotal role in upholding the organization's dedication to nonpartisanship, diversity, and inclusion. This individual will leverage research and collaboration to drive systemic change while ensuring financial and operational excellence. The ideal candidate will possess a robust background in business and financial acumen, bolstered by a minimum of 10 years of professional experience, including at least 5 years in leadership roles within a nonprofit or similar organization. Preferred qualities include direct experience in finance, operations, and technology, along with a proven track record of spearheading organizational growth and scalability while fostering a positive culture.

Moreover, the COO will be committed to promoting gender equality in economic and civic spheres, preferably with a history of work in the nonprofit or government sectors. A significant aspect of the role includes nurturing influential connections with donors, partners, officials, and stakeholders. The role demands exceptional communication, organizational, and interpersonal abilities and a passion for motivating and empowering women.

This is a remote position with semi-regular travel to Kansas City, Missouri. The starting salary range for this position is \$150,000, with benefits.

Interested individuals are directed to the "Procedure for Candidacy" section at the end of this document for comprehensive application details. This is an opportunity to contribute significantly to women's economic and civic advancement across the nation.

We are advancing women through the power of statistical truth and storytelling. We believe the formula to end gender inequality requires a strategic blend of qualitative and quantitative data. Then, we use that data to spark systems-level change.



Organization Overview



United WE is a national nonprofit organization that champions gender equality and empowers women of all backgrounds to overcome systemic barriers to economic development and civic leadership.

Originally known as the Women's Foundation of Greater Kansas City, the organization quickly established itself as a leader in advancing women's economic and civic leadership in the Kansas City area. Established in 1991 United WE was founded by a group of determined women from diverse backgrounds with a shared goal of empowering women and girls to reach their full potential. Over the past decade, United WE has transformed its work and broadened its impact. In 2024, the Board created a new strategic plan (more details on page 6). The Board's commitment to empowering all women remains unchanged, and they continue to work tirelessly toward their mission to advance all women's economic and civic leadership to make meaningful change.

The mission of United WE has never been more important. For women and our democracy, leadership gaps remain, and the future is uncertain. In 2023, in the US Congress, women held 29% of seats in the House and 25% in the Senate. Women held approximately 39% of seats on major municipal boards and commissions. In the same year, rates of depression and anxiety among young women have never been higher. Many worry that the next generation of women face an even greater economic and leadership challenge ahead. United WE aims to address these challenges.

United WE Believes

...In Being Nonpartisan and Supporting All Women

...In Increasing Diversity and Inclusion

...In the Importance of Research to Further its Mission

...In Coming Together as People of Diverse Backgrounds, Women and Men, to Advance Women

...In Approaching Problems from All Angles



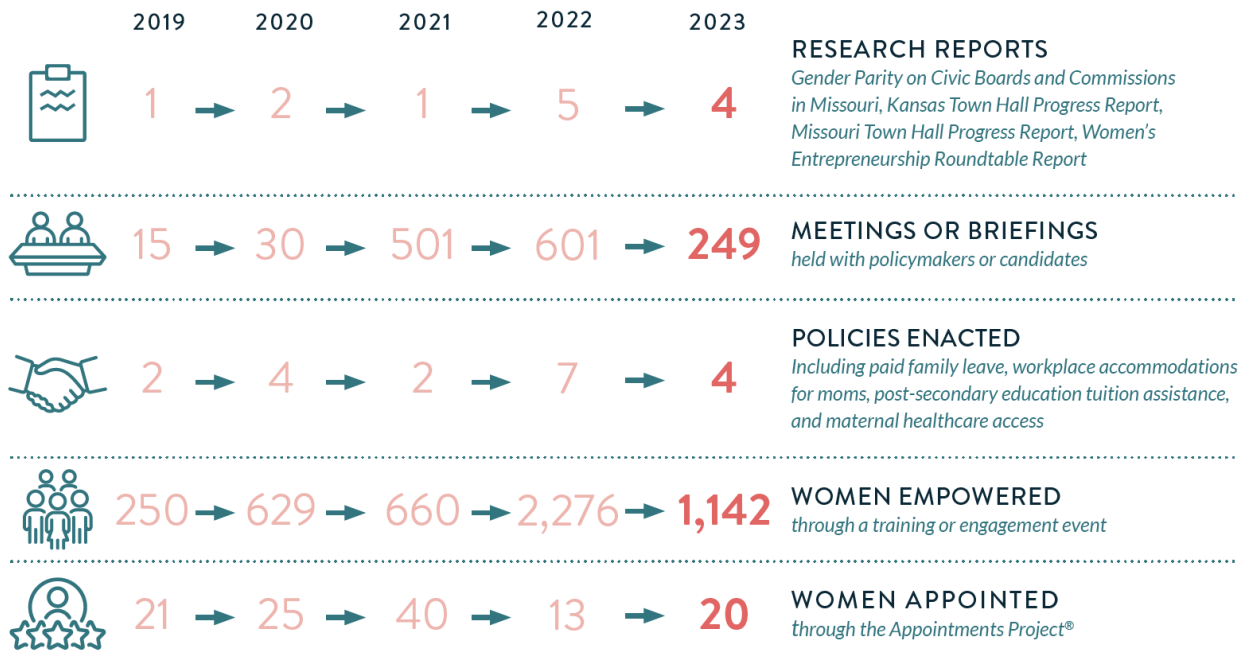
Recent Impact

United WE continues to make a significant impact. 2023 was a year of launching new initiatives to push the needle for all women. In addition to producing four evidence-based research studies, influencing four policy actions, and holding 249 meetings or briefings with Kansas and Missouri policymakers on issues that matter to women, they also developed new ways for individuals to work toward gender equity. In addition, a record 1,142 women participated in the Appointments Project® and 20 women were appointed to serve on a board or commission.



CALENDAR YEAR 2023

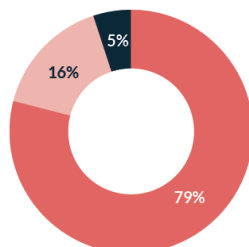
BY THE NUMBERS:



2023 FINANCIALS

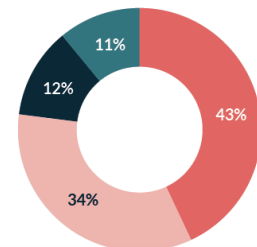
REVENUE

- Donor Contributions
- Investment Allocations
- Other Income



EXPENSES

- Economic Development Initiative
- Civic Leadership Initiative
- Fundraising Expenses
- Operating Expenses



Future Growth

United WE knows change can be slow and incremental. They also know that truly moving the needle for women is a long-term process that requires significant investment in research, advocacy, and programming.

While United WE has conducted research and made policy improvements in specific regions, their focus in the future will be more regional and national as they work to empower women and create a more equitable and prosperous society for all.

In 2024, United WE implement a new three-year strategic plan to further our innovative efforts. The plan focuses on three key strategies: building a national network, demonstrating thought leadership, and delivering on-demand programming. Priorities include expanding the United WE Institute growing the Appointments Project® network to empower women across the U.S. to serve on civic boards and commissions.



Program Framework

Women in local civic and economic leadership can lead change and restore trust.

To advance all women in local economic and civic leadership, United WE focuses on the following areas:



Impact Initiative

Institute for Advancing Women in Economic & Civic Leadership

United WE's Institute is dedicated to advancing women's economic and civic leadership through evidence-based policy initiatives. Specializing in research, town halls, policy advisement, and educational workshops, the Institute focuses on creating impactful change, particularly for women in disadvantaged and minority communities. With a commitment to non-partisanship, civility, and effective policy design, its efforts start in the Midwest and aim for national influence, empowering women and partners to lead change in their communities.

The Institute partners with leading research organizations to create comprehensive research and data analysis. Its current areas of focus cover a variety of policy and research topics, including:

- Pay Equity
- Paid Family and Medical Leave
- Childcare
- Occupational Licensing
- Civic Leadership
- Reflective Government



Civic Leadership | Appointments Project®

The Appointments Project®, initiated by United WE in 2014, seeks to empower women in local civic leadership. It focuses on convening, connecting, and equipping women already in service while also educating and motivating prospective female leaders. United WE conducted a pivotal study to identify the obstacles that lead to the underrepresentation of women on civic boards and commissions. In response, the Appointments Project® was created to increase female participation and provide support to women in appointed roles.

The model includes:

- Educational workshops and presentations
- Peer-based journey cohorts in communities and organizations
- Convening and connecting women in local and virtual events
- Building a national network of women in appointed positions



United WE Leadership Team

United WE is led by a dynamic [team](#) that includes FTE’s and contracted experts with extensive experience, creativity, and innovation. Each leadership team member brings unique value to the organization and is passionate about the mission and vision.

Wendy Doyle, President and CEO



Wendy Doyle is a passionate advocate for women's economic and civic advancement, with a track record of producing results. As the leader of United WE, she has been at the forefront of policies that impact women and their families, regularly educating and informing decision-makers and community leaders about policy solutions for women at the local, county, and state levels. She is a dynamic and informative presenter, frequently testifying to state legislatures and publishing op-eds in state newspapers.

Under Wendy's leadership, United WE has invested in research, advocacy, and policy solutions to remove economic barriers for women. She has led the organization to conduct 27 meaningful research studies, advocate for issues resulting in 57 policy actions, and support more than 200 women in securing civic appointments. Wendy's commitment to impacting hundreds of thousands of women and families through transformative research, scaling United WE's fast-growing Appointments Project®, and advocating for policy solutions that advance equal pay, paid family leave, affordable childcare, and occupational licensing, among others, is unwavering.

Wendy's success in the Heartland is spreading nationwide, with United WE's focus expanding from serving Kansas City to all of Kansas and Missouri since 2013. The organization's work has since extended to cities such as St. Louis, Fort Worth, Oklahoma City, Pittsburgh, and South San Francisco. Wendy's previous experience as an executive and strategic consultant for large nonprofits provides a unique systems approach to accelerating the pace of change through partnerships.

Wendy's impact has not gone unnoticed. In 2022, she received the Women Who Mean Business award from The Kansas City Business Journal, which honors outstanding professional women who have significantly contributed to their businesses, industry, and community. Wendy also serves on the Board of Trustees of the Command and General Staff College Foundation at Fort Leavenworth, KS and was inducted into the Missouri Public Affairs Hall of Fame in October 2021. Wendy earned a B.A. from Rockhurst University in Kansas City, Missouri, and was recognized in 2021 as an Idealist of the Year by City Year and in 2020 with Rockhurst University's Rashford-Lyon Award for Leadership and Ethics.

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|------------------------------------|-----------------------------------|---------------------------|----------------------|----------------------------------|
| 2023 BOARD OF DIRECTORS | | UNITED WE ADVISORS | | |
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| | | Sharon Hoffman | Marilyn B. Salomon | |
| | | Mamie Hughes | Sandra Schermerhorn* | |

Position Summary

Reporting Relationships

United WE seeks a Chief Operating Officer (COO) who will play a pivotal role in managing the organization's internal operations and supporting the Chief Executive Officer (CEO) in strategic external engagements as needed. The COO will complement the skillsets of the CEO and the Director of Development, focusing primarily on enhancing internal processes and systems to ensure operational excellence. This collaboration enables the CEO and other senior leaders to concentrate on expanding partnerships and external relationships.

Responsibilities

- **Strategic Planning and Implementation:** Collaborate closely with the CEO and senior leadership to develop and execute plans for operational infrastructure, process improvements, and team development. This includes translating the vision and strategies developed by the board and the CEO into actionable steps to enhance organizational efficiency and align with the nonprofit's mission and goals.
- **Financial and Governance Management:** Partner with the CEO and the CFO and finance team to ensure the organization's financial health through budget oversight, forecasting, and resource management. Contribute to governance and operational standards by developing and implementing risk management practices and aligning financial strategies with organizational goals.
- **Team Collaboration and Growth:** Initially lead collaborative efforts with external partners, vendors, and contractors, setting the stage for future internal team leadership as the organization expands. This role involves negotiating contracts and managing partnerships to support organizational objectives while preparing to build an internal team culture of accountability, excellence, and innovation.
- **External Relations and Engagement:** Establish and maintain relationships with external stakeholders, negotiating contracts and managing collaborations to support the organization's goals. Represent the organization in external forums to enhance its profile and impact.
- **Operational Excellence:** Enhance organizational processes and systems for improved efficiency. Strategically delegate administrative tasks to maintain progress and operational continuity.
- **Communication and Stakeholder Engagement:** Act as a principal spokesperson alongside the CEO, engaging in public speaking and outward-facing roles to communicate the organization's mission, values, and strategic direction. Ensure transparent and effective communication within the organization and with external stakeholders.
- **Partnership Development and Fundraising:** Work with the CEO to enhance and expand the organization's funding models, preparing for a strategic partnership with the forthcoming Director of Development. Focus on cultivating and maintaining relationships with donors and partners to support the organization's fundraising efforts.
- **Diversity, Equity, and Inclusion Focus:** In all actions and strategies, prioritize diversity, equity, and inclusion, ensuring that DEI principles are integrated into organizational practices, partnerships, and internal culture, aligning with the organization's values and mission.

Candidate Qualifications

Education/Certification

- An undergraduate degree or equivalent work experience is preferred.
- Ten years' experience in a substantially similar role or a combination of experience and education can be considered in lieu of a degree.

Knowledge and Work Experience

Required

- **Business and Financial Acumen:** Demonstrated knowledge of sound business practices and financial management in a nonprofit context.
- **Nonprofit Sector Experience:** A minimum of 10 years of professional experience, including at least 5 years in leadership roles within a nonprofit or similar organization. This should include direct experience with finance, operations, and technology.

Preferred

- **Organizational Development:** Proven track record in leading organizational change and development, with a focus on growth and scalability.
- **Fundraising and Board Engagement:** Knowledge of fundraising strategies and board member engagement, ideally with a background in nonprofit environment.

Leadership Skills and Competencies

- **Collaborative Leadership:** Exceptional ability to work closely with organizational leadership, serving effectively as the #2 in command and ensuring seamless collaboration across all levels of the organization.
- **Strategic Vision and Planning:** Possesses high-level strategic thinking abilities, capable of envisioning and conveying the organization's future to staff, board, volunteers, and donors.
- **Results-Proven Track Record:** Demonstrates a consistent ability to exceed goals, make informed decisions, and manage P&L effectively, balancing budget realities with program delivery. Known for exceptional problem-solving and project management.
- **Project Management:** Competence in managing multiple concurrent projects and leading teams in a hybrid work environment.
- **Financial and Operational Management:** Demonstrates proficiency in financial management, including budget preparation, analysis, decision-making, and P&L management, while being highly organized.
- **Effective Communication:** Exhibits strong written and oral communication skills, coupled with effectively conveying the organization's mission to a diverse audience.
- **Adaptability:** Flexibility and openness to change, with a solution-oriented approach to problem-solving.
- **Governance Knowledge:** Understanding of nonprofit governance, compliance, and fiscal integrity principles preferred.
- **Technology Proficiency:** Ability to oversee technological needs and collaborate with technical experts to implement solutions preferred.

Procedure for Candidacy



All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV/resume, and a letter of interest. Review of applications has begun and will continue until the position is filled.

Application materials should be submitted using WittKieffer's **candidate portal**. Please direct all nominations and inquiries to the WittKieffer consultants assisting the United WE with this recruitment, preferably via e-mail, to UnitedWE_COO@wittkieffer.com.

Ashley Buderus

Consultant
abuderus@wittkieffer.com

Ethan Roble

Associate
erobles@wittkieffer.com

Roxana Woudstra

Associate
rwoudstra@wittkieffer.com

The starting salary range for this position is \$150,000, with benefits.

United WE values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from «Company» documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the source documents and factual situations govern.

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