



Associate Vice President for Development

Leadership Profile

February 2024



WittKieffer

Executive Summary

The Everglades Foundation (the Foundation) seeks a dynamic and highly accomplished development executive to serve as its Associate Vice President for Development (AVP).

The Everglades is a national treasure. The ecosystem is home to thousands of species of beautiful and fascinating wading birds, mammals, fishes, reptiles, amphibians, and plants. It is home to more than 70 threatened and endangered species, provides fresh water to nearly eight million Floridians, and is an international destination. However, America's Everglades is on life support. More than 100 years of ditching and draining have reduced the wetland to half its original size; its wading bird population has diminished by 90%; and pollution and other impacts have harmed much of the remaining ecosystem resulting in toxic algae outbreaks and regional environmental and economic loss. The Everglades Foundation supports the science, education, and public funding efforts needed to restore and protect America's Everglades. The Everglades Foundation is dedicated to restoring and protecting one of the world's unique natural ecosystems — providing economic, recreational, and life-sustaining benefits to millions of people who depend on its future health.

The Associate Vice President will report to the Vice President for Development (VP). The team of professionals raises support for scientific research, education programs, and bold advocacy initiatives to propel forward the restoration of America's Everglades, the world's largest ecosystem restoration effort. The Everglades Foundation is the preeminent organization fighting for the restoration of America's Everglades. With an annual budget of approximately \$15 million, it is powered entirely by philanthropic support. In 2022, The Everglades Foundation launched its first endowment campaign, an ambitious three-year initiative to raise \$75 million by the end of 2024 to ensure perpetual protection of America's Everglades. To date, almost \$60 million has been raised.

The AVP will help to continue in building infrastructure and fundraising programs to support future science, education, advocacy, and capital needs. Candidates should have an established history of raising seven- and eight-figure gifts and be a seasoned, metrics-driven fundraising leader and inspirational manager with a strong dedication to the important environmental and educational missions of the Foundation.

The Associate Vice President will be part of bringing the Foundation's philanthropic support to a new level. The new AVP will be a strategic thinker and possess exceptional leadership qualities such as an open, creative problem-solving approach and a collaborative and collegial spirit. The candidate should have a minimum of five to seven years of progressive experience in development and direct management experience. Demonstrated fundraising success in a complex organization is required. In addition, the successful AVP candidate will have excellent leadership skills to mentor and motivate a team and help the Vice President create awareness of the Foundation's most notable scientific research, educational programs, and advocacy initiatives to identify potential philanthropic funders for the Foundation's most pressing needs and priorities.

The Associate Vice President can be based either in Miami or South Florida, with a strong commitment to spending significant time in the Palmetto Bay office, a suburb of downtown Miami. The Foundation's new AVP will have the opportunity to play a key role in the Foundation's evolution to national and international

prominence for its critical and cutting-edge scientific research and education programs dedicated to ensuring a strong and secure future for America's Everglades.

To submit a nomination or express personal interest in this position, please see the Procedure for Candidacy at the end of this document.

Role of the Associate Vice President for Development

The Everglades Foundation's Associate Vice President, with the Vice President, will lead the development and implementation of strategies to grow fundraising to meet increasingly ambitious goals in support of the Foundation's strategic plan. They will bring strong business acumen to the role to ensure robust annual planning, the creation and management of metrics and milestones, and the day-to-day operational management of the team. They will collaborate internally to set priorities, ensure that the team is effective and maximizing resources to mobilize a talented staff. They will balance ambitious goal setting with best-in-class business practices and return on investment.

The organization seeks a talented and experienced advancement executive with a strong track record in fundraising, as well essential experience including leading and managing staff; cultivating, soliciting, and closing principal gifts; delivering results for the endowment campaign; team building; and working with and engaging Foundation leadership and board members. A bachelor's degree is required.

The Associate Vice President will:

- Lead, manage, and support a team of development professionals.
- Propose and implement, in association with the Vice President for Development, management tools to measure performance, set goals, and track progress to meet challenging targets for the team and individual development staff members.
- Personally manage and advance a challenging portfolio of high-level donors and prospective donors, securing philanthropic gifts and meeting agreed-upon targets.
- Work closely with executives and team members, developing and advancing proposals in support of fundraising.
- Develop a set of shared divisional goals that include fundraising and engagement.
- Participate in campaign planning and implementation; develop, implement, and monitor diverse fundraising programs necessary to maximize fundraising success (e.g., planned giving, foundation relations, corporate sponsorship, endowment, annual funds and events, etc.).
- Ensure development operations and procedures (e.g., prospect pipelines, contact reports, prospect reporting, gift processing, stewardship) are followed to the highest standard.
- Have experience working with fundraising systems, dashboards, and metrics.
- Identify and maximize opportunities to positively position the organization with key constituencies.

- Partner with the finance department to ensure gift documentation, pledges, and gift acknowledgements align with industry best practices and contribution accuracy.

Opportunities and Expectations for Leadership

The Associate Vice President will join The Everglades Foundation at a time of tremendous potential and growth. The CEO and VP for Development have built donor relationships and fundraising strategies, leading the Foundation to the highest annual fundraising total in its history in FY 2023 of \$16.7 million. Building on that momentum and success, the AVP can take full advantage of the great work this team is already doing. Specifically, the AVP will be expected to assume a leadership role in a number of areas to realize this potential:

- **Inspire and mentor a talented and growing team**

The AVP will support a team of development professionals who oversee Development Services, Corporate and Foundation Relations, Leadership Giving, Endowment Giving, fundraising, and events management. The ideal candidate brings keen operational know-how, along with an inspirational, metrics-driven management style. The team is comprised of both seasoned development professionals, as well as those newer to the field. The AVP will build a culture of accountability and high performance while mentoring and coaching managers and staff alike. This team is proud and passionate about the innovations at the Foundation and is ready to partner to build and grow on what has already been accomplished.

- **Develop and implement a fundraising plan to continue to increase the fundraising trajectory to support the Foundation's strategic plan**

The AVP will work with the Vice President to establish ambitious annual goals, objectives, and strategies for fundraising programs in support of priorities set by the Foundation. The AVP will balance strong strategic direction with excellent and consistent execution. They will have strong business skills and mindset and will track progress toward goals and know how to adjust strategies and tactics to ensure goals are met by year end. The AVP will also be a creative thinker in developing corporate partnerships and have a sophisticated understanding of corporate objectives for sponsorship and community partnerships.

- **Communicate with a wide array of community partners and sponsors**

The AVP will be a highly sophisticated communicator, able to adapt to different audiences, from C-suite corporate executives to community leaders and individual community members giving their time to create fundraising events. They will have a warm and engaging personality, able to communicate key messages compellingly.

- **Professionalism and integrity**

The AVP will be a highly mature professional with the experience and skills to navigate a large complex organization. He or she will represent their team effectively while understanding top-down perspectives on institutional issues. The AVP will approach his or her role and responsibilities and all relationships with The Everglades Foundation in a positive, constructive manner, with a commitment to building a trusting, professional, and transparent culture in the Foundation and beyond.

Professional Qualifications and Personal Qualities

The Associate Vice President will be an experienced and talented principal gift fundraiser with a successful track record of engagement with prospects and donors at the seven- and even eight-figure levels. He or she will have the particular ability to develop and execute strategies and will be a proven planner and executor of those plans.

A collaborative approach to leadership is a serious requirement. The Associate Vice President must interface with a significant number and wide diversity of people and programs to optimize performance. For this reason, diplomacy, tact, exceptional communications, and interpersonal skills, and, above all, unquestioned integrity are necessary ingredients for the new Associate Vice President.

A bachelor's degree is required, and an advanced degree preferred. The candidate should have a minimum of five to seven years of progressive experience in development and direct management experience. A proven track record of soliciting and closing gifts is required, especially in a comprehensive campaign context.

The successful candidate must also have proven success in managing individuals and teams. They will have demonstrated success in working well with many different types of environments and understanding the varying priorities and approaches to fundraising.

In addition, the Associate Vice President for Development should demonstrate:

- Experience in leading and working through fundraising and endowment campaigns.
- Success in personally cultivating, soliciting, and stewarding major and principal gifts from individuals, foundations, and corporations.
- Proven leadership and management skills that nurture an accountable, goal oriented, and values-based environment.
- The ability to set the tone for a department driven by values based on professionalism, productivity, responsiveness, a strong work ethic, responsibility, collaboration, open communication, mutual respect, and achievement.
- The ability to serve as a critical partner to a Vice President, displaying evidence of high integrity, honesty, consistent communication, and trustworthiness.
- Flexibility and the demonstrated ability to thrive in a fast paced, complex, academic environment, juggling numerous projects and satisfying numerous constituencies simultaneously.
- An ability to serve as a motivator and mentor to staff while increasing the level of performance and accountability.
- A strong history of working effectively with development databases to manage, maintain, and utilize donor information to maximize effectiveness in all aspects of fundraising.

- The ability to prioritize work for self and others, manage multiple projects simultaneously, and manage and implement change. Demonstrated ability to develop donor proposals, review complex grant agreements, and prepare custom pledge and estate agreements.
- An ability to maintain highly confidential information on a variety of sensitive subjects.
- Outstanding interpersonal and relationship building skills, excellent communication skills, and excellent writing and presentation skills.
- Of course, the leadership attributes of intelligence, judgment, creativity, courage of convictions, decisiveness, fairness, empathy, and a sense of humor which are necessary for success.

About The Everglades Foundation

Overview

The Everglades Foundation, Inc. (the "Foundation"), a 501 (c)(3) not-for-profit, is a Florida corporation founded in 1993 by two outdoor enthusiasts, Paul Tudor Jones II and the late George Barley. The Foundation was incorporated in 1994. For more than 30 years, The Everglades Foundation's commitment to restore and protect the Everglades has been driven by science. The Everglades Foundation works tirelessly to bring people together and provide a powerful voice for Everglades restoration at the state and national levels.

The Everglades is a vast watershed that has historically extended from Lake Okeechobee 100 miles south to Florida Bay (a third of the southern Florida peninsula). The Greater Everglades Watershed refers to the interconnected ecosystems of water, land, and climate spanning nearly 18,000 square miles. This is a large, diverse, and complex region, including 16 counties, from Orlando in the north to the Florida Keys. The watershed includes Biscayne National Park, Everglades National Park, Big Cypress National Preserve, and a variety of other federally protected lands. This system supports mangrove forests, nursery and nesting habitats for many species of birds, fish, and invertebrates, and sustains seagrasses and aquatic life. This ecosystem also provides the drinking water supply for nearly eight million Floridians.

Today, The Everglades Foundation stands as a well-respected authoritative source for scientific research on the Everglades. Our renowned scientists are passionate seekers of the truth, dedicated to unearthing the facts and conducting practical analysis to help local, state, and national leaders make well-informed decisions. By coupling sound science with policy expertise, the Foundation is positioned as one of the most influential players in the fight to preserve and restore one of the world's most unique wetlands.

Mission

The Everglades Foundation works to restore and protect America's Everglades through its three programmatic pillars: science, advocacy, and education. The Foundation works to restore and protect the flow of clean fresh water to America's Everglades by advocating for science-based solutions and empowering people with the knowledge of the importance of the Everglades ecosystem.

Vision

An Everglades with abundant freshwater for consumption, enjoyment, ecological health, and economic growth for generations to come.

The Everglades Foundation – Three Pillars of Dedicated Efforts

The Everglades Foundation makes strides toward restoration and protection through [Science](#), [Education](#), and [Advocacy](#).

The Foundation has eight Ph.D. scientists on staff who conduct world-class research in water quality, economics, hydrology and hydrologic modeling, wetland ecology, and engineering. Their research drives the policy and advocacy efforts of the Foundation and supports the groundbreaking PreK-12 Everglades Literacy education program while inspiring innovation to solve the challenges surrounding freshwater bodies and excess nutrient pollution.

With spectacular views of Biscayne National Park and Biscayne Bay, The Everglades Foundation is located in Palmetto Bay, just south of Miami, and within short driving distance to Everglades National Park and the Florida Keys.

Leading Science Initiatives

The Everglades Foundation is the leading science-based nonprofit organization that works to inform government decision-makers with the goal of advancing Everglades restoration projects that maximize environmental and economic benefits.

The Everglades Foundation provides fellowships to graduate research students pursuing the development of innovative scientific methods to advance the understanding of Everglades' physical, chemical, or biological processes or research in the economic impacts of environmental changes.

Education – The Everglades Literacy Program

The Everglades Literacy Program empowers the next generation of conservation stewards by investing in teachers to drive cultural change within schools for the benefit of local and ecological communities.

As the vital efforts of Everglades restoration take center stage, it is important to recognize the key to long-term sustainability rests on the shoulders of the next generation and their understanding of the ecological and economic value of the Everglades.

The Everglades Literacy Program gives teachers the tools and knowledge to teach and move forward in educating current and future generations. The program provides teachers, students, schools, and families with:

- STEM-based professional development through Everglades Literacy Teacher Trainings.
- Free lessons and materials for each teacher who attends a Teacher Training.

- Free, online PreK-12 curriculum with 36 comprehensive Everglades lessons that align with State Academic Standards.
- Additional instructional resources for the classroom or virtual classroom.
- K-12 Everglades Champion Schools Program – designed to showcase and recognize exceptional Everglades literacy efforts in a school.
- Classroom presentations, participation in science nights, field trips, and other school events.

Advocacy and Communication

Rooted in science, The Everglades Foundation deploys a powerful and strategic approach advocating for the restoration and protection of America’s beloved wetland.

Among other restoration strategies, The Everglades Foundation works to ensure that the Central Everglades Project, including the vital Everglades Agricultural Area (EAA) Reservoir, is constructed on an expedited schedule. To accomplish this goal, the Foundation uses a science-based approach to:

- Drive consensus among economic and environmental stakeholders.
- Guide and influence governmental decision-making.
- Monitor and participate in federal and state Executive Branch implementation activities.
- Engage, educate, and activate the public as needed.

Leadership

Carlos M. de la Cruz, Jr. **Chairman of the Board**

Carlos de la Cruz, born in Philadelphia and raised in Madrid, Spain, has years of experience in M&A, start-ups, and operations in the beverage and automobile industries in Florida and Latin America. For almost 10 years, he was President of Eagle Brands, Inc., the exclusive Anheuser-Busch wholesaler for Miami-Dade and Monroe counties. He also became president of Miami Honda, Central Hyundai, Sunshine Ford, and Maroone Chevrolet. Mr. de la Cruz is a founding member of the Americas Gateway Chapter for Young Presidents Organization. He has served as Chairman of the Board of Ransom Everglades School and Our Kids of Miami-Dade and Monroe, the community-based care provider for foster children with over 4,500 children in care. He obtained his B.S. in Accounting from Boston College and his M.B.A. from the University of Miami. Mr. de la Cruz is fluent in Spanish and French and has been a resident of Miami since 1975.

Eric Eikenberg **Chief Executive Officer**

Eric Eikenberg is a seasoned political strategist and environmental policy expert. As CEO, Mr. Eikenberg oversees the Foundation’s team of renowned scientists, experienced educators, policy experts, and

professionals in communications, human resources, finance, and fundraising , all working together to achieve a decades-long campaign to restore America's Everglades – roughly three million acres of endangered habitat that is vital to Florida's economic and environmental viability.

Appointed CEO by the Foundation's Board of Directors in 2012, Mr. Eikenberg has extensive policy and political experience in Tallahassee and Washington, D.C. He served as chief of staff to former Gov. Charlie Crist and former U.S. Rep. E. Clay Shaw, Jr., who authored the landmark Comprehensive Everglades Restoration Plan.

A prolific columnist widely quoted by media outlets including National Public Radio, CNN, The Associated Press, Politico, and *The Miami Herald*, Mr. Eikenberg in 2023 was honored for the second time as one of the "Florida Power 100" by *City & State Florida*. He also has been named one of Florida's most influential business leaders by *Florida Trend*, one of the Most Influential People in Florida Politics by *Influence Magazine* and received *South Florida Business & Wealth* magazine's APOGEE Award. He was chosen to serve on a panel of 50 Influential Floridians in 2019 by *The Miami Herald*, *El Nuevo Herald*, and *The Bradenton Herald*, and in 2022, received the Guy Harvey Conservation Icon Award from the Guy Harvey Ocean Foundation.

Mr. Eikenberg has been a long-time champion for expediting Everglades' restoration, with a knack for innovation and engaging partners in the corporate, philanthropic, and political arenas. This includes leading an intense public awareness campaign that ultimately led to the passage of critical state and federal legislation authorizing construction of a \$1.6 billion reservoir south of Lake Okeechobee – a key component of the Comprehensive Everglades Restoration Plan (CERP).

During his tenure as CEO, Mr. Eikenberg has helped bring widespread national and international attention to the perennial toxic algae crisis in Florida that threatens the state's waterways and tourism industry; launched the world's largest water incentive prize – the \$10 million George Barley Water Prize; expanded the Foundation's Everglades Literacy program to reach hundreds of thousands of students across Florida; and provided scientific, technical, and policy support to numerous decision makers in executing CERP.

Jodi Mailander Farrell **Vice President of Development**

Jodi Mailander Farrell is a former journalist who has worked in nonprofit fundraising for the past 14 years. As Vice President of Development, she leads fundraising efforts to support The Everglades Foundation's annual budget of approximately \$15 million. In 2022, she helped launch the organization's first endowment campaign to ensure perpetual protection of America's Everglades

Prior to joining The Everglades Foundation, she was Assistant Vice President of Advancement at Miami's Adrienne Arsht Center, one of the largest performing arts centers in the country. At the Arsht Center, she closed six- and seven-figure major gifts, forged new relationships with national foundations, reactivated endowment giving, and championed philanthropic support for arts education programs for children with little or no access to the arts. In her last year at the Arsht Center, Ms. Farrell's portfolio brought in more than \$6 million in pledges and gifts and secured national financial support for the Arsht Center's downtown Miami neighborhood development efforts.

Ms. Farrell has been a reporter and editor for *The Palm Beach Post* and *Miami Herald*. Her writing has appeared in state and national publications, including *National Geographic Traveler*, *Visit Florida*, *People*, and *Latina* magazine. She is a former writing instructor in the University of Miami's School of Communication and continues to serve as a contributing editor for *The Sunday Long Read*, a weekly newsletter that showcases longform journalism. She has been a volunteer youth soccer and softball coach with the YMCA of Greater Miami and the Coral Gables Youth Center and served on the Board of Directors of the Sant La Haitian Neighborhood Center.

Ms. Farrell graduated with a bachelor's degree in mass communications from Virginia Commonwealth University in Richmond, Virginia, where she was a first-generation college student and cross-country runner.

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Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting The Everglades Foundation in this search, which will remain open until an appointment is made.

Application materials, nominations, and inquiries can be directed to:

Mercedes Chacón Vance and Sarah Seavey
EvergladesFndnAVPDevelopment@wittkieffer.com

The Foundation is an equal opportunity employer. Employment decisions with respect to employees, vendors, or contractors shall be based on merit, qualifications, and competence. Employment decisions and practices shall not be influenced or affected by an applicant's or employee's race, color, religion, gender, sexual orientation, national origin, age, marital status, disability, veteran's status, or any other category protected by law.

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