



## FRATERNITY, BOARD, & EXECUTIVE DIRECTOR PROFILES & SEARCH PROCESS

### PASSION AND COMMITMENT

From 1905 to 2025, the dream of those leading FarmHouse International Fraternity remains constant: *To identify men of good moral character, high in scholarship, with the capacity for meeting and making friends, who give the promise of service to their fellow men and to the world; recognizing that to be and become such may at times require sacrifice.* The Fraternity promotes good fellowship, encourages studiousness and inspires its members to seek the best in their chosen lines of study, as well as in life.

### LEADERSHIP CULTURE



The custodians of the vision today are a diverse Board of Directors from across the country, representing 34 chapters and colonies in North America with nearly 1,750 active student members and approximately 19,000 living alumni.

In their own words, the Board describes their culture and preferred way of leading as follows:

*There is a great sense of unity and communication with a shared vision and genuine desire to point the Fraternity in the right direction. The Board's culture is collaborative, open, and transparent with a mutual standard of excellence we expect from each other, and ourselves, and expect from our new Executive Director. We are progressive, less risk averse and business oriented. Our shared values provide common ground for solid working relationships. We discuss issues openly, while driving to consensus.*



*The board works effectively together, is confident in our leadership and seeks to maintain our focus on strategy rather than operations. We are capable of having difficult conversations and quickly coming to consensus. We expect Board members to come prepared, be engaged, and be thoughtful, open, and honest, while sharing differing perspectives. We won't tolerate un-gentlemanly conduct. In person board meetings tend to create the best atmosphere for successful communication, and board conference calls are also successful and convenient, given time and travel constraints.*

*We prefer behaviors that foster a culture of foresight, as we make our best decisions when we are well informed through environmental scanning. We do not tolerate static thinking. We prefer behaviors that foster a culture of shared consciousness through communications that are to the point, concise, on-demand and just-in-time with enough relevant information to make objective decisions. We don't like over communication or data dumps. We have room to improve through identifying technology to communicate more efficiently between board and staff and between staff, chapters, and associations.*

*We seek to extend our trust and confidence in an Executive Director partner to implement our strategic priorities and direction timely and collaboratively, while being honest about what goes well and what does not. We do not tolerate dishonesty. We have room to improve our oversight through strategic dashboards to see our progress on key priorities. We need to grow, as we have historically not been fast or efficient establishing new chapters, and that must change. We must make succession planning a priority. Maintaining a diverse board in thought and skills is critical to FarmHouse's successful future and a strong partnership with our new Executive Director.*

## **EXECUTIVE LEADERSHIP PARTNER**

Headquartered in Kansas City, Missouri, FarmHouse Fraternity is organized as a 501(c)(7) social club, and is a member of the North American Interfraternity Conference (NIC). While the Board respects the modern work environment, recognizing that some virtual work has productivity advantages, we are seeking a leader who resides in metro-Kansas City, or who will relocate to Kansas City, and is open to 25% travel or more. A separate Foundation Board of Trustees and Executive Director leads our charitable operations, and there are synergies to be fostered between us, which a local presence will support.

As the Board launches a search to fulfill its most important responsibility – finding a leadership partner – they want the candidates to know:

*“We're looking for a strong leader who has vision and is able to orchestrate the many moving parts and pieces of a fraternity to continue driving success and*



*elevate our reach and impact. A new leader will be encouraged to think outside the box on how to grow the Fraternity and increase engagement of its undergraduate members and alumni. We are focusing on hiring a highly motivated leader, who can strategically position the Fraternity and empower the current staff to accomplish the goals set forth for them.*

*A change should bring excitement and energy to members and alumni of FarmHouse. We're excited that we are moving forward with a new Executive Director to take us to the next level and help push us to the next steps of real progress for the fraternity. We're looking forward to finding a leader who can build on our solid foundation and continue driving excellence; making an impact through our organization."*

## **LEADERSHIP STYLE**

The secret of successful partnerships is based upon culture, competency and chemistry. As the Board of Directors considers who they are as a governance body, and who they would like to hire as Executive Director, they see a successful partner as:

*A humble and confident servant leader with charisma, who is approachable and affirmatively approaches others; is smart but doesn't tell everyone how smart they are; is extremely comfortable & confident in diverse audiences - connecting with undergraduates & high net worth donors easily; listens - knowing how to actively receive input and hear other view points; and is comfortable in their own skin.*

*We're not necessarily looking for a big personality, but an executive presence that exudes confidence without arrogance & ego. We do not want someone timid, who gets lost in the crowd, but who conveys passion for our organization & our mission. Overall, our next Executive Director will be the face of the fraternity and the manager of the organization with both business and relational skills. We seek someone with persistence, who does not let obstacles stand in their way & can persevere through difficult times should they arise, driving the fraternity to the next level in a positive manner, while commanding respect from other fellow groups, fraternities, and sororities.*

*We seek an ethical, results-oriented visionary, with strong entrepreneurial business acumen, who can be a strategist, while demonstrating operational excellence. We desire to hire a lifelong learner who is innovative, energetic, and competent, with a leadership track record. We encourage experimentation, testing, piloting, and innovating without fear of retribution. We want to be a learning organization with honest, transparent, & frequent*



*communication about what is and is not going well, so we can adjust together and keep moving forward.*

*We expect articulate communication in all mediums with multiple audiences, which is essential in order to build long-lasting, collaborative relationships - a cornerstone of success for our new leader. Our new Executive Director must have a committed character and be ready to partner with the Board, chapter leaders, staff, members, alumni; Foundation Board, staff, and donors; and strategic alliances in a coaching style of influence and leadership development. We intend to have clear role clarification and trust between the Board as strategic governing body, and the Executive Director, who implements our vision and strategy with engagement from essential key players. We recognize the right leader may or may not be a FarmHouse alumnus; therefore, membership in FarmHouse Fraternity is not required. It is most important to find the right leader and partner who is energetic about our mission and shares our values.*

## **FIRST YEAR STRATEGIC FOCUS**

We are acutely aware that the first year involves a steep learning curve, whether we hire an association professional who must learn the FarmHouse Fraternity history, culture, and key players, or whether we hire a FarmHouse Fraternity alumnus, who must learn about governance and non-profit/association management. We are committed to a healthy onboarding process and have included post-hire the opportunity to work with an executive coach through the search firm, The Leaders' Haven, during the first 90 days of employment.

The Board is also working to create an on-boarding plan and objectives for the first 90 days, six months, and one year, which will be shared with the successful candidate, and into which the Board expects the new Executive Director to have input after arrival. The Board requests that the successful candidate complete a full assessment of the operation and provide a 90-day written report of all findings for discussion and co-planning. The results may further impact how the subsequent quarter and one year plan is adjusted.

The Board intends to engage in a new strategic planning process later in 2017, or in early 2018. Until that time, there are 3 areas, one event, and a governance objective upon which the Board expects the new Executive Director to focus. The Board is acutely aware of the need to limit the number of foci for the first year and commits to being ambassadors to deliver this message, to weave it into fraternity communications throughout the year, and to support the Executive Director in remaining focused on their directives.



**1. Growth:** FarmHouse Fraternity has a Director of Expansion and staff on the ground to grow the fraternity with a growth strategy in place, which is in need of a conductor. We believe our goal to reach 40 chapters with 40 members each is easily achievable, and we should expand our expectations to colonizing a new organization each semester.

**2. Education:** The fraternity offers significant education to its members, and does it well. The immediate opportunities are to expand and enhance consistency in new member education, review and refine all education programs to ensure relevance and impact, and create a formal plan for engaging members at all life stages. We would like to see our alumni program attendance grow with 500+ members at our Conclave and increased attendance at our Volunteer Leadership Summit.

**3. Brand & Story-Telling:** The fraternity has a sound value proposition without consistent story telling. Design of a strategic, thoughtful communication platform and brand, with clear guidelines for chapters, to share accomplishments, tell the FarmHouse story, connect members, alumni and stakeholders and deepen the sense of pride in being FarmHouse men is a critical next step.

**4. 100th Anniversary Conclave:** The anticipation for this historical event is very high. While the Kansas City location is confirmed for 2018, the details of the program have not been developed. The Fraternity does not have a meeting planner, so there will be a significant time commitment of the new Executive Director to formulate the process by which this event is developed, creation of the program, and assurance of its outstanding execution.

**5. Role Clarification between the Board and Staff:** The Board of Directors is committed to high performance governance, understanding their roles & fiduciary responsibilities and to functioning at the strategic level. In the first year of a new partnership, the Board expects the Board and Executive Director to spend appropriate time defining how the partnership will work and what defines success.



**SEARCH PROCESS TENTATIVE TIME LINE:**

(This time line is subject to change & is provided only as a guideline.)

- January 17: Executive Director search ad & profile distributed
- February 28: Cover letter & resume deadline
- March 1-3: Applicant screening & notification of telephone interviews to the Top 10
- March 6-10: Phone Interviews with The Leaders' Haven
- March 13: Report and Profiles on the Top 5 to the Board of Directors
- March 18: Top 5 Interviews
- March 19: Top 2 Interviews
- March 20: Finalist visits FarmHouse Office, meets staff, & tours Kansas City, Mo.
- March 21-24: Reference checks
- March 24: Offer extended to candidate (depending upon reference checks)

The Executive Director start date is contingent upon contract negotiation, attorney review, notice period of current position, and appropriate time for transition to relocate, if necessary.

**CANDIDATE SUBMISSIONS:**

A position overview accompanies this document. Compensation package is negotiable and appropriate to the size and scope of the fraternity and its continued growth; with six-figure potential. To apply for FarmHouse Executive Director, please forward a cover letter and resume no later than February 28, 2017 to [CynthiaMills@TheLeadersHaven.com](mailto:CynthiaMills@TheLeadersHaven.com).