



Opportunity Profile

PRESIDENT & CEO
COMPASSION CANADA

NELSON/KRAFT
AND ASSOCIATES

EXECUTIVE SUMMARY

Compassion is a leading international child development organization, committed to releasing children from poverty in Jesus' name. The President and Chief Executive Officer (CEO) of Compassion Canada is appointed by the Board of Directors to provide overall leadership, direction and accountability of the organization.

The CEO will provide visionary and strategic organizational leadership, spiritual leadership and team leadership to the Executive Leadership Team while representing the organization locally, nationally and globally to all relevant stakeholders as the corporate spokesperson and a child advocate.





WHO WE ARE

As a leading child development organization, Compassion's mission is to release children from poverty in Jesus' name.

Compassion was founded in 1952 when a move of compassion ignited our founder's heart for children. Today, Compassion's proven holistic child development program is helping nearly 2.4 million children and youth overcome poverty in every aspect of their lives. We partner with over 8,600 local churches in 29 countries around the world to deliver our programs and spark generational change in families and entire communities.

1.7 million supporters around the world—including over 90,000 Canadians—are a part of this movement, making a real and tangible difference in the fight against poverty. Our invitation is simple: move with compassion to make an impact in the lives of children and youth living in poverty.



WHAT WE DO

We believe children in poverty need holistic care to reach their God-given potential. That's why we seek to know, love and connect them with a network of caring individuals—in our local program communities and around the world—who enable the positive development of children and youth.

- **Holistic:** Spiritual, physical, cognitive and socio-emotional. Compassion's development model follows the life cycle of a child, recognizing that all stages and areas of holistic development are crucial for growth.
- **Contextualized:** Frontline churches seek to meet young people's greatest needs—identified through participant survey data and informed by community stakeholder input, resources, capacity and availability of interventions.
- **Early and Long-term:** Age-appropriate interventions and seamless support equip Compassion and our frontline churches to start early and finish well in caring for children and youth. Our high-impact programming is designed to prepare young people for future success by keeping them learning, engaged and on track to meet concrete developmental benchmarks.

Holistic child development is a robust interdisciplinary approach that allows our global program teams to address child poverty with a comprehensive understanding of a child's development and the promotion of their overall well-being. Our model integrates disciplines such as psychology, sociology, education and medicine to seek comprehensive well-being for children. This model addresses each child's physical, cognitive, social-emotional and spiritual needs.

- **Physical:** Ensuring proper physical development is key to seeing children thrive. In Compassion's programs, pursuing the physical development of each child includes medical check-ups, nutritious food, clean water, sanitation solutions, dental hygiene kits, emergency food packs, health and wellness education, medical interventions and more.
- **Socio-emotional:** Healthy relationships are essential in a child's life. Children learn how to interact with others in a compassionate way, knowing they deserve the same. Socio-emotional development in Compassion's programs can look like playtime with other children, help understanding emotions, goal setting, letter-writing, safe play, ongoing personal support and more.
- **Cognitive:** When children are able to interact with, learn and think about the world around them, they have the chance to fully thrive cognitively. In Compassion's programs, cognitive development can look like age-appropriate learning activities, resources for formal education, vocational training, literacy workshops, leadership training, textbooks, computer skills, academic scholarships and more.
- **Spiritual:** Each child has the opportunity to hear the gospel in a culturally relevant, invitational way through Compassion's partnership with local churches. In Compassion's programs, spiritual development includes age-appropriate Bible lessons, a Bible, discipleship, connection to a local church, prayer with tutors, special workshops, encouraging letters from sponsors and more.

Our global outcomes framework is how we measure the impact of our program for each child —allowing us to analyze, assess and act on the outcomes achieved. The areas we monitor for every participant in our program include:

- **Capacity for economic self-sufficiency:** Having motivation, skills and education to economically support themselves and others.
- **Youth agency:** Having vision, skills and character to positively influence their context.
- **Spiritual development:** Growing in their spiritual relationship with God and contributing to and engaging with the community.
- **Well-being:** Being physically and mentally healthy as well as having positive self-identity and relationships.





OUR MISSION

Every child. Every Jesus follower.
Every life transformed.

OUR VALUES

In everything we do, we put Christ at the centre and seek to work with integrity, discernment, dignity, stewardship and excellence.

OUR STRATEGY

Strategic Anchors:

- Christ-centred
- Child-focused
- Church-driven

GLOBAL MULTI-YEAR PRIORITY

Scale our ministry to advance life outcomes with more children and youth more quickly.

DOMESTIC PRIORITIES

Multi-Year Goals:

- Steward our resources: Become a digitally enabled agile learning organization that continually improves and innovates to maximize effectiveness and efficiency.
- Love our neighbours: Deepen supporter engagement through personalized experiences across their journey and delivery of impact.
- Expand our reach: Engage new individuals and institutions to grow and diversify our supporter base and revenue streams.

PRIORITY BODIES OF WORK

- Increase brand awareness and reach.
- Grow private philanthropic revenue and engagement.
- Drive church partner engagement and growth.
- Advance public funding and advocacy.
- Renovate and innovate the sponsorship experience.
- Improve technology, systems and processes.
- Foster a healthy and high-performing organization.

KEY RESPONSIBILITIES

Organizational Leadership

Compassion requires a CEO to have overall accountability for leading and managing the organization's activities and operations worldwide. Specifically, to:

- Recommend strategic direction, decisions, approaches and actions to the board for approval.
- Oversee all operations including the implementation of the strategy, policies, processes and organizational norms.
- Manage, monitor and oversee the total budget expenditure process.
- Take overall responsibility for all Compassion's fundraising to ensure it meets projected expenditure levels.
- Measure and report upon the corporate performance of Compassion to the board.
- Develop new systems, policies and procedures while advancing the culture of the organization to fulfill the agreed strategy.
- Work closely with the chairperson of the board to ensure close communication and co-ordination, informing the board of all pertinent matters and to work with the chairperson to prepare for board and committee meetings.





- Sponsor or lead corporate projects in order to develop the organization.
- Act, where appropriate or required, as trustee on behalf of Compassion Canada of associated organizations and external bodies.
- Work with Compassion International (CI) to ensure appropriate direction and control over funds expended by Compassion Canada.



- Work with the Global Executive Team and Global Partner Alliance CEOs to maximize our mission impact together as part of the broader global leadership group.
- Work with Global Partner Alliance counterparts to share best practices and resources as a global learning organization, and influence CI with a coordinated voice.
- Represent the Global Partner Alliance on committees and projects.

Spiritual Leadership

The CEO has personal responsibility to oversee and seek to ensure the ongoing spiritual health and commitment of Compassion Canada as an organization. Specifically, to:

- Be totally committed to Compassion's mission, values and beliefs statement.
- Set standards of Christian leadership within the organization and to lead by example.



- Provide spiritual vision and direction to the organization and the Executive Leadership Team.
- Ensure that Compassion's beliefs and values are communicated throughout and adhered to by the organization.
- Ensure that all Compassion's external communications adhere to the organization's beliefs and values.
- Lead corporate staff gatherings, significantly contributing to corporate prayer and worship as well as the communication internally of Compassion's work.
- Actively take part in leading regular staff briefing sessions to give regular corporate updates to the organization.

Executive Leadership Team Management

The CEO is the line manager for the Executive Leadership Team and is responsible for the deployment and overall effectiveness of this team. Specifically, to:

- Lead and manage the members of the Executive Leadership Team (ELT) and so motivate them in order to maintain it as an empowered, creative, enjoyable, productive, unified and decisive vehicle, which will in turn itself lead the wider organization.
- Delegate appropriately and effectively to each ELT member, putting in place agreed goals, measures and clarity of accountability.
- Coach and equip individual ELT members in pursuit of deliberate personal development plans.



- Provide spiritual leadership for the team, encouraging prayer, worship and spiritual development.

Corporate Spokesperson & Advocate

The President is the primary spokesperson for the organization and children at risk through various opportunities. The CEO has a key ambassadorial role, both representing and fundraising for the organization in relation to other organizations, churches and partners in the voluntary sector and government. Specifically, to:

- Speak at major events and churches promoting the mission of Compassion to drive awareness and action.
- Attend functions, receptions, seminars and conferences as the organization's representative.
- Represent the organization when speaking to the media or conducting media interviews.
- Travel in Canada and overseas, visiting and examining partners and their work to ensure consistency of vision and inspire excellence.
- Travel overseas to invest in building relationships and casting vision with key decision-makers, leaders and influencers to drive influence, impact and income.

Stakeholder & Sector Engagement

Within the broader context in which Compassion operates there is an important focus upon effective networking, collaboration and partnerships, and activities which will require proactive leadership on behalf of the CEO. Specifically, to:

- Create and build relationships with a broad group of stakeholders including donors, partners, government and peer organizations to drive influence and impact.
- Attend meetings, conferences and seminars in order to network with key leaders and influencers to advance Compassion's mission.
- Participate in coalitions, collaborations and other charities and organizations where Compassion's aims and objectives will be furthered.

QUALIFICATIONS

The role of CEO requires an individual of considerable vision, character and leadership. The CEO should possess the capacity to inspire and motivate colleagues and supporters alike to create, develop and support a world-class organization and will be an individual wholly and deeply committed to the aims and objectives of Compassion Canada.

Personal Qualities

- Fully and enthusiastically committed to the Statement of Faith.
- Values the holistic well-being of themselves and others and commits to living and leading in a way that cultivates overall holism.
- Committed to excellence, integrity, dignity, stewardship and discernment.
- Committed to building a Jesus-centred culture that promotes the principles of diversity, equity and inclusion.
- Proven ability to build a relationship-focused and results-oriented environment, where individuals flourish and long-term organizational health and performance are optimized.
- High emotional health (EQ), cultural intelligence (CQ) and intellectual intelligence (IQ).
- Growth mindset, forward-thinking and committed to building a learning organization.
- Proven leadership capabilities with in-depth people management and interpersonal skills.
- Honed communication, conflict and change management skills.
- Excellent planning, operational and analytical skills.

- As part of the Executive Leadership Team, this incumbent will need to sign a senior leadership attestation by which the board and ELT are held to. This senior leadership attestation will have a higher standard than the rest of the general staff, given the Christian leadership ministry responsibilities the ELT has to create a Jesus-centred ethos and organization.

Knowledge

- Working knowledge of cross-enterprise business disciplines and best practices.
- Working knowledge of the charity sector.
- Working knowledge of international development and sector realities including relief, development and advocacy.
- Working knowledge of theological issues, the global and Canadian church and Christian mission.

Skills & Abilities

- Authoritative, dynamic and inspirational leadership capability so as to lead, motivate and encourage senior staff both professionally and spiritually.
- An effective decision maker with the ability to implement key strategic initiatives and manage change successfully.
- Excellent planning skills, mental agility and well developed analytical and problem-solving skills.
- Able to combine focused, results-oriented leadership with sound, sensitive organizational judgment.

- Collaborative, collegial and inclusive approach to management.
- Able to mentor, coach and develop staff, and delegate skills which help stimulate staff responsibility and effectiveness.
- Ability to network with prominent Christian leaders.
- Ability to act as an effective and persuasive ambassador, negotiator and advocate for Compassion Canada on a national and international basis across a wide range of audiences and stakeholders.

Experience, Education & Travel

- More than five years' experience in senior management in a complex, medium-sized or large organization.
- A consistent and successful track record of management of resources (finances, people, facilities) on a relevant scale.
- Experience leading in the Christian relief, development and advocacy sector.
- Experience in stakeholder engagement, communications and public relations.
- Post-secondary degree in theology or Christian ministry, preferred. Post-secondary degree in business, preferred.
- This position requires a large amount of travel domestically and internationally and may include hazardous areas.

OUR SEARCH TEAM



MARK KRAFT
LEADING THE SEARCH

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Mark is a trusted and sought-after executive search leader, with over 20 years of combined experience in the public and private sectors. Bringing a deep level of care and commitment to his clients, Mark has successfully led over 100 executive talent searches across Canada, for roles ranging from CEO to CFO, to COO. With his breadth and depth of experience, Mark has become a respected advisor and go-to expert for non-profit, charity, and faith-based organizations looking to source top executive talent.



SHAWN PLUMMER
SUPPORTING THE SEARCH

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Shawn is a senior executive who, after 22 years in international relief and development, most recently served as President & CEO of Food for the Hungry Canada. His career has led to deep relationships and respect within his broad network of non-profits and businesses globally and across Canada. With invaluable program and leadership experience, a history of managing large teams, as well serving as a board member himself, Shawn is well equipped to come alongside your organization to ensure you have the right leadership team in place to drive your future success.

ESTIMATED SEARCH TIMELINE

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline and details for this search:

Location: Greater Toronto Area or London, ON

Application Deadline: May 6, 2025

Short List Interviews: May 2025

Start Date: TBD

HOW TO APPLY

Apply online at nelsonandkraft.com/jobs with your cover letter and resume. You must be eligible to work in Canada.

Nelson/Kraft & Associates Inc. is an executive consulting firm that specializes in working with not-for-profits and for-profit businesses across Canada, assisting them in the placement of senior executives and directors.

Nelson/Kraft & Associates Inc. welcomes and encourages all interested applicants to apply for this position and is committed to the principles of diversity and inclusion in its hiring practices, and will only make distinctions among interested applicants in accordance with the applicable Human Rights legislation.

Nelson/Kraft & Associates Inc. also welcomes and encourages applications from candidates with disabilities. Accommodations are available on request for candidates taking part in the selection process. If you require disability-related accommodation during the recruitment process, please contact us.